

*Sales Management*  
PART TWO

# Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

Make Him a Speaker  
Page 74

new ideas

Dialogue Role Playing  
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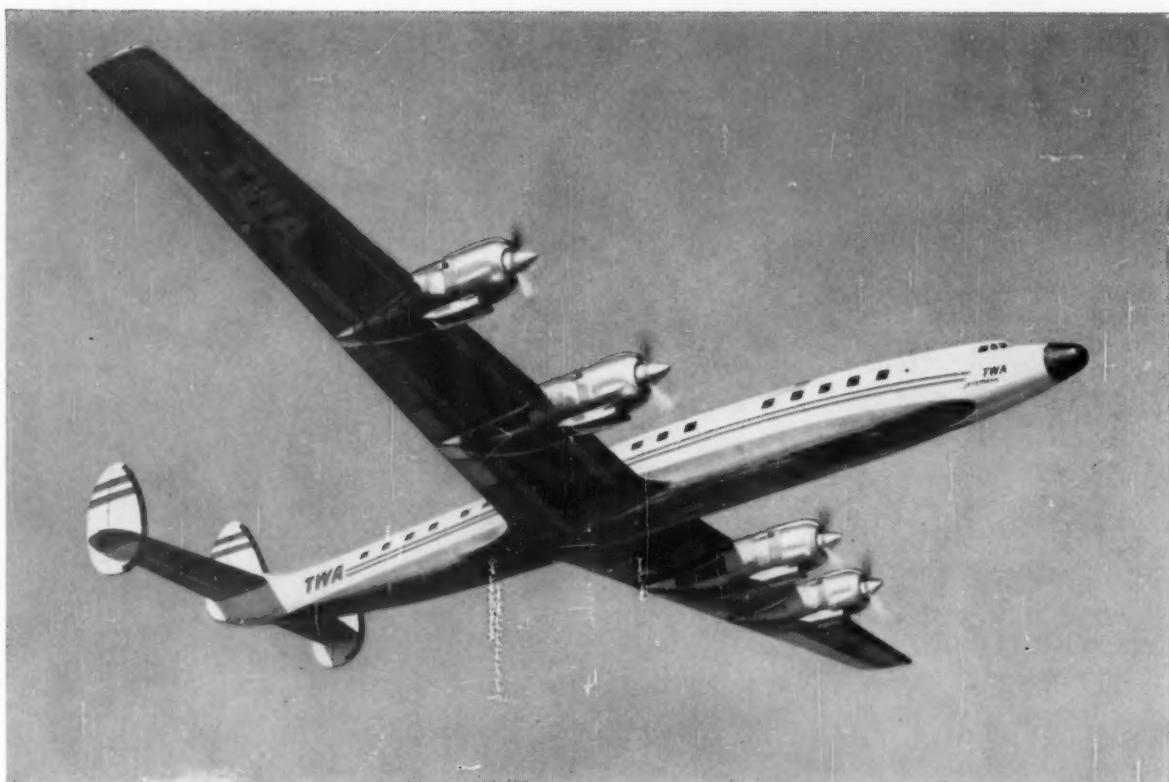
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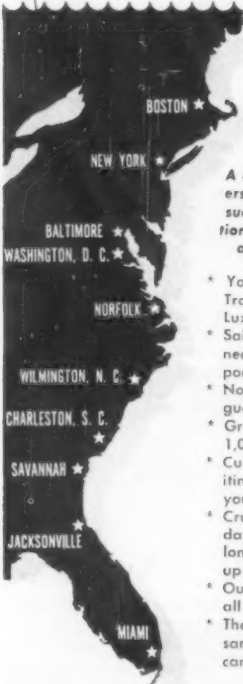
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NATIONAL AUTHORITY ON CONVENTIONS, SALES MEETINGS AND TRADE SHOWS

JANUARY 3, 1958

## HIGHLIGHTS

### SALESMEN ON YOUR MEETING PROGRAM?

Johns-Manville has developed a technique to reshape a salesman. It makes him a speaker — often on a subject he previously knew least about. By casting the salesman in a new role bordering on management, the company not only develops better salesmanship but creates effective sales meetings. Through experimentation, J-M has developed some clear-cut procedures to anticipate and solve all the problems associated with making a salesman a speaker.

74

### SEE YOUR COMPANY AS YOUR PROSPECTS DO

You can learn some surprising things about your exhibit booth personnel. A "shopping" and evaluation of booth salesmanship gives insight into what booth visitors experience when they step up to your display. President of a company who had his booth personnel studied tells how it's done and how valuable it is.

88

### NEW CONCEPT FOR GROUP LEADERSHIP

Small group discussions are growing in popularity. Many of them fail to achieve satisfactory results, however, because the leaders we select really don't know what they are supposed to do. For rewarding, small-group sessions, your leaders must be trained. An expert explains what they must know and how you can help them.

21

### WORLD'S MOST FATIGUING MEETING

Defying all the rules, a manufacturer's representative loaded his salesmen on a bus and for five days they were on the go. They went on a half dozen plant tours and attended meeting from early morning to midnight and later. Two nights they had practically no sleep. Still, these men didn't complain. They thought this sales meeting was worth the discomfort and sleepless nights.

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### DO YOUR CUSTOMERS EXHIBIT?

If your customers could market your products effectively at trade shows, you should learn how one company developed a program to get trade-show exposure without headaches. Operation was tested in advance and a complete check list prepared to help customers exhibit profitably.

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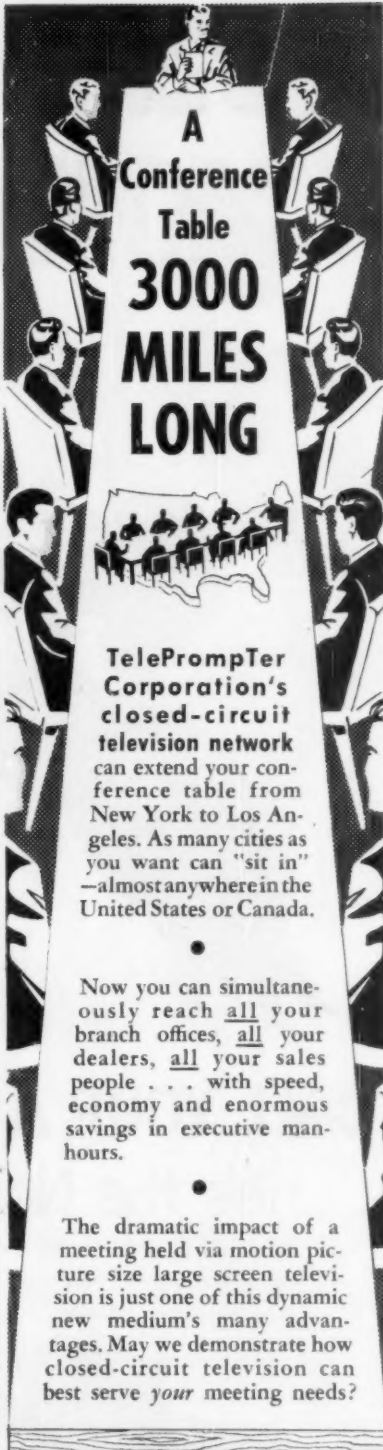
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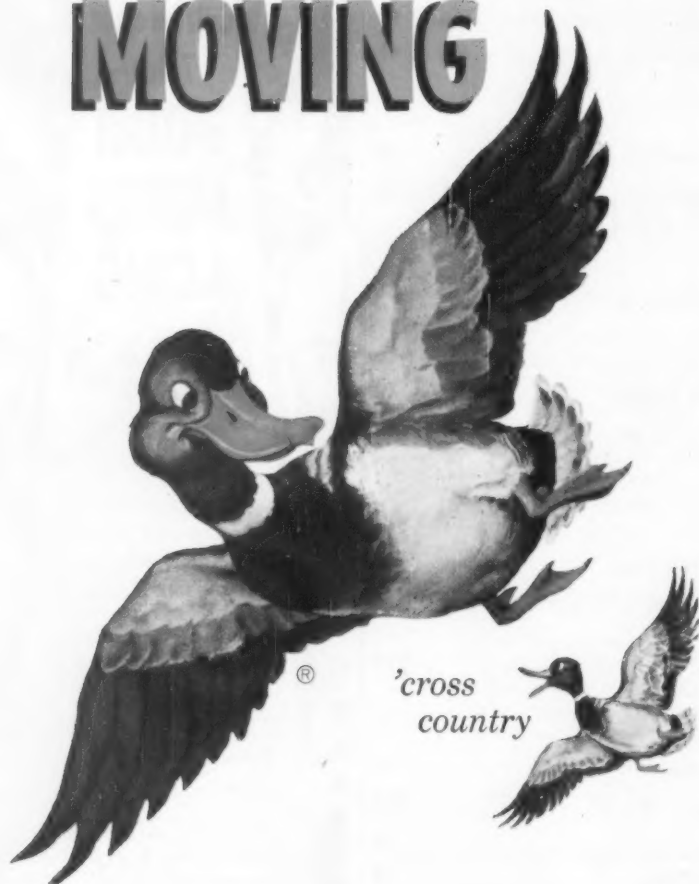
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PART  
TWO

**Sales Management**

**Sales Meetings  
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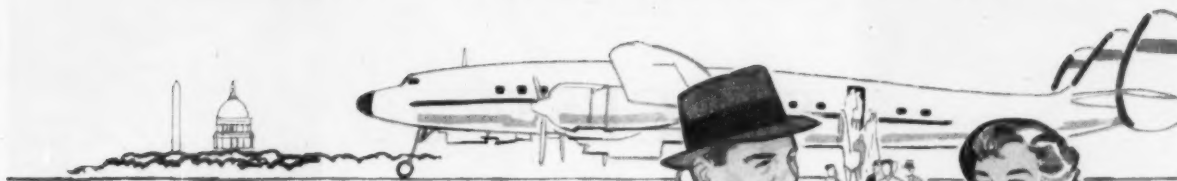
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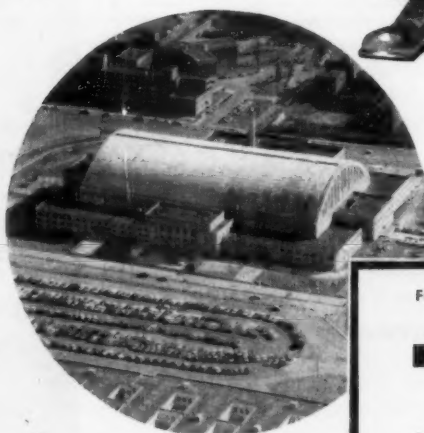
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Fedders-Quigan will not be the only progressive company to benefit from the creation of the French Government Tourist Office's unique new Department of Sales Programs and Conventions. RCA, Electrolux, Philco and others are choosing France—and here are just *some* of the reasons:

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## LETTERS TO THE EDITORS

### Serious Omission: No Closed-Circuit TV

#### TV makes for "togetherness"

EDITOR, SALES MEETINGS:

As usual, your annual Convention Facilities Issue (Nov. 15) was a pretty special job—and we know your readers must have been delighted with it. There was, however, what we believe to be a serious omission—that of not including the closed-circuit television companies among the supplier or show-producer listings.

Although closed-circuit television didn't start as a medium of business communication, during the past year an unprecedented number of companies took advantage of this new sales meeting tool. Our staff has created custom networks for sales meetings ranging from one to 48 cities—and for 1958 have already scheduled one show that will cover about 70 cities, coast-to-coast.

Of particular interest to your readers, we believe, is the fact that we even did an inter-city stockholder meeting via closed-circuit television when American Machine and Foundry Co. used Teleprompter Corp. facilities for a meeting held jointly in New York and Chicago. Two-way audio and two-way video provided a real feeling of (forgive us, *McCall's*) togetherness for the stockholders in each city.

Don't you agree that a medium—and this goes for our competitors as well as ourselves—that offers simultaneous and instantaneous communication for all types of meetings with widely scattered groups, rates a position in next year's special issue?

Alfred N. Greenberg

Director of Advertising  
Teleprompter Corp.  
New York City

► We agree.

#### aid to planning

EDITOR, SALES MEETINGS:

First of all, I want to express my very sincere appreciation to you for publishing SALES MEETINGS. It has proven a very excellent aid to our organization in planning our conventions and regional conferences, and we are constantly referring to it.

If possible, I would like to obtain a reprint of the article entitled "What's Wrong With Committees," which began on page 40 of the May 3 issue. If reprints are not available I would appreciate having another copy of the issue.

Again, thank you for performing this very valuable service for those of us engaged in conducting conventions and conferences.

G. Mauk

Director of Public Relations  
Duraclean Company  
Deerfield, Ill.

#### needs "moola" cards

EDITOR, SALES MEETINGS:

I am writing in reference to an article in your July 5, 1957, issue, entitled "Game to Keep Interest Alive."

The article in question appeared on page 93 of this issue and concerned a sales game "Moola."

We would like to know where these cards could be purchased.

Thank you very much for any information you can give us on the subject.

Allan H. Baker

Advertising Manager  
Keebler Biscuit Company  
Philadelphia, Pa.

#### wise to invite wives?

EDITOR, SALES MEETINGS:

Every year we hold a national sales meeting for our ten field representatives at our home office here in Pomona. We have previously held these meetings for the men only, but wonder if it would be wise to invite the wives too? We have had no experience in this sort of thing and are writing you with the hopes that perhaps you have and can supply us with some information on this subject.

If by having wives attend the meeting, we should create better employee relations, then, of course, we would be interested in doing this. We wonder if attending a meeting of this nature would give the wife a better understanding of her husband's work and possibly help her to accept the fact that in his type of business, it is necessary that he be away from home a large part of the time?

Any help you can give in this connection will be greatly appreciated.

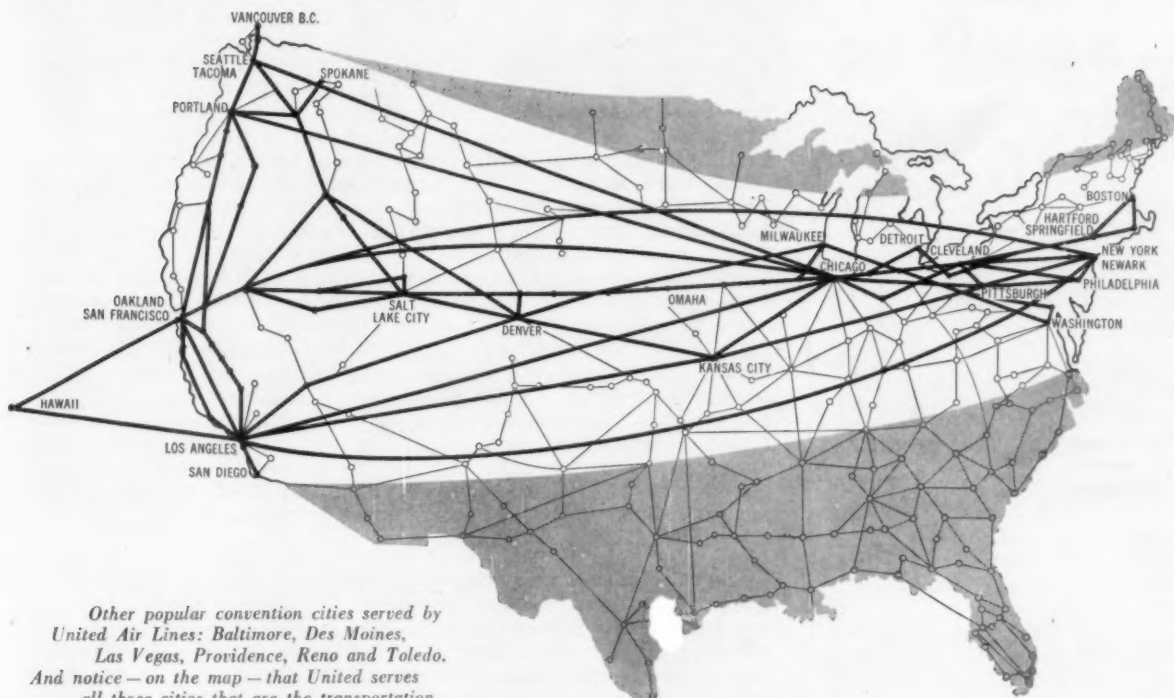
Arthur Johnsen

Advertising Manager  
Wayne Manufacturing Co.  
Pomona, Calif.

► We are in favor of inviting wives. Most companies that have tried it are enthusiastic supporters of the idea.



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## MEETING AND SHOW NEWS

Chicago International Trade Fair and Exposition is definitely set for July 1-19, 1959. It is slated as the first event for the proposed Chicago Exposition Center, on the site of the old Railroad Fair on the lake-front. Ground breaking for the proposed new building was slated for mid-December but was postponed. Hall will offer 300,000 sq. ft. on one floor without columns. International fair is being tied in with opening of St. Lawrence Seaway and introduction of jet transports. An attendance of 1.5 million is estimated with public admission (90 cents, adults; 50 cents, children) in afternoons and evenings and trade admission in mornings. Exhibits of both foreign and domestic companies will be included. Space rates are set at \$4 and \$4.50 per sq. ft. Sponsored by Chicago Association of Commerce and Industry, fair managing director is Richard Revnes who held the same position with Chicagoland Fair last summer. With opening of Chicago as an international seaport and fast international air service via Polar route, Midwest seems ripe for huge increase in international business, according to fair planners. Plans for fair include a patent, licensing and franchise exhibit area where foreign manufacturers can line up American agents or make patent deals with our manufacturers to use foreign patents; will also serve U. S. manufacturers seeking patent leasing to, or exchanges with, overseas manufacturers.

National Housewares Manufacturers Assn. show will stick with island type displays for portion of exhibit area when it moves into Chicago's Navy Pier January 16-23. First used last year, island booths were made necessary, says show management, by "increased demand for space in each exhibit."

Ivel Construction Corp. moves out of the booth furniture rental business with the sale of that division to York Exposition Service Corp. New company will be headed by former Ivel vp, George Groht. Les Levi, Ivel president, says increased exhibit design and construction work prompted the move.

Fire, with damage estimated at from \$100,000 to \$150,000, failed to oust the National Swimming Pool Exposition from the Shamrock Hilton's exhibit hall. Fire burned about a third of the booths and displays on next to last day of the show, but exhibitors opened for business as usual next day.

New York Coliseum has been chosen as the 1959 site of the Fifth World Petroleum Congress in June. Congress will meet on third and fourth floors of Coliseum with exhibits on the first two floors. Some 5,000 are expected to attend, including 1,000 delegates from abroad.

Detroit will make a strong bid for an international trade fair by 1962. New \$50-million convention hall and exhibits building will add impetus to plans for a fair fashioned after European counterparts. Charles A. Blessing has been named to head up fair project.

Cleveland Convention Hall Auditorium, part of a proposed \$15-million civic center, is definitely off. Voters rejected a new bond issue which would have financed construction.

Plant Maintenance & Engineering Show continues to grow. Scheduled for Chicago's International Amphitheatre, January 27-30, show is 20% larger than 1957 with more than 400 companies exhibiting. Conference on maintenance and engineering will be held concurrently.

Atlantic City moves to keep pace with competition from large halls in other cities. Plans for modernization program to cost close to \$2 million are afoot. Exhibit area will be enlarged and front of the building dressed up. Slated to go are stores that now front the Boardwalk and lobby shops. Bond issue will provide necessary funds.

Cappel, MacDonald & Co., changes its name and takes undisputed title to "nation's leading sales incentive organization" by merging all divisions into one company. New company, E. F. MacDonald Co., will maintain offices in more than 30 cities. Belnap & Thompson, Inc., and Ross Coles & Co. had been operated as subsidiaries in recent months.

Look for more incentive trips abroad. France, first European government to realize convention business potentialities, scores a solid hit. Yves Kob, convention director, French Government Tourist Bureau, has booked Fedders-Quigan Corp.'s incentive trip for dealers and wives for 1958. About 2,000 are slated for the Riviera and Paris, largest incentive group ever for Europe.

Improved techniques for executive meetings will get closer attention in 1958. New York University, assisted by Richard Beckhard Associates, will sponsor a two-day workshop designed to help top managements get the most from their meetings. Slated for Barbizon-Plaza Hotel, New York City, Jan. 9-10, at \$100 per person, workshop is expected to attract both management executives and training specialists.

Canadians join the growing use of closed-circuit television for sales meetings. Recent British American Oil Company's introduction of new "gas" was seen live in nine cities and by kine in 13 others. Show, staged by Teleprompter of Canada Ltd., originated from Toronto's new Queen Elizabeth Theatre.

American Welding Society will move its annual Welding Show to St. Louis in 1958. Largest show to date, it will cover 33,664 sq. ft. of exhibit space at Kiel Auditorium, April 15-17. Technical meeting and Welding Conference are slated for the same week at Hotel Statler.

#### **Taxing Association Shows**

Trade shows run by associations are being investigated by Internal Revenue Service. IRS seems to be taking the position that a trade show does not fall into the tax-exempt operation of a non-profit association. About 60 shows have been investigated and an unfavorable decision has been rendered against several of them. IRS has not made public what criteria it is using to determine whether an association-run show is taxable. Reports from many sources indicate that each IRS office is making its own rules, awaiting for a final determination from Washington. Should IRS make a blanket ruling, putting shows by associations in the taxable status, many associations would be forced out of business in an attempt to pay up back taxes.

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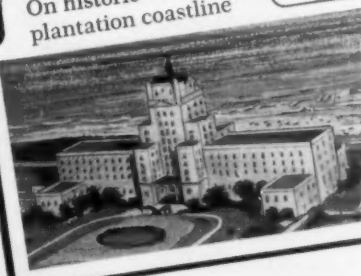
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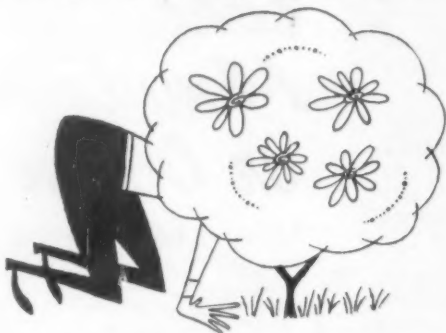
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Each hotel has: convention facilities for 300 . . . air conditioned meeting rooms . . . private swimming pool . . . nearby golf. Operated and managed by Richard S. Wright and Larry Boyle.

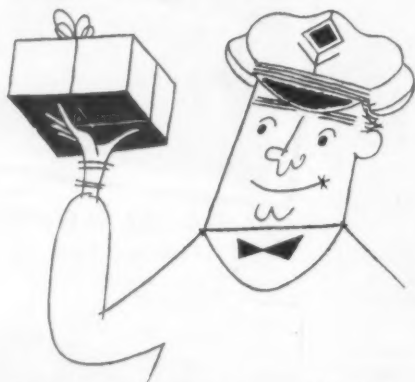
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## MEETING AND SHOW NEWS *continued*

January, traditional month for changing officers, will see the usual number of installations. Following organizations have announced election results:

Exposition Management Assn. names Eugene P. Connolly, Connolly & Leopold, president; William C. Copp, Radio Engineering Show, treasurer.

National Assn. of Public Exposition Managers, J. Frank Cantwell, Indianapolis Home Show, president. H. Ellis Saxton, managing director, Milwaukee Home Show, is new vice-president.

Hotel Sales Management Assn. chose Frank Berkman, director, sales and advertising, Henry Hudson Hotel, New York City, as its new president. John F. Monahan, Hollywood Beach Hotel, M. P. Mathewson, LaSalle Hotel, Chicago, and George W. Powell, Chantecler Hotel, Ste. Adele-en-haut, Quebec, were elected vice-presidents.

National Assn. of Exhibit Managers elected Adrian Potter, Eastern States Exposition, president.

Harvey G. Stief, of Harvey G. Stief, Inc., Cleveland, was unanimously re-elected president, Exhibit Producers and Designers Assn. Fred Kitzing of Kitzing Studio, Inc., Chicago, is the new vice-president. Wendall P. Blanton, Ad-Craft Inc., St. Louis, was elected secretary.

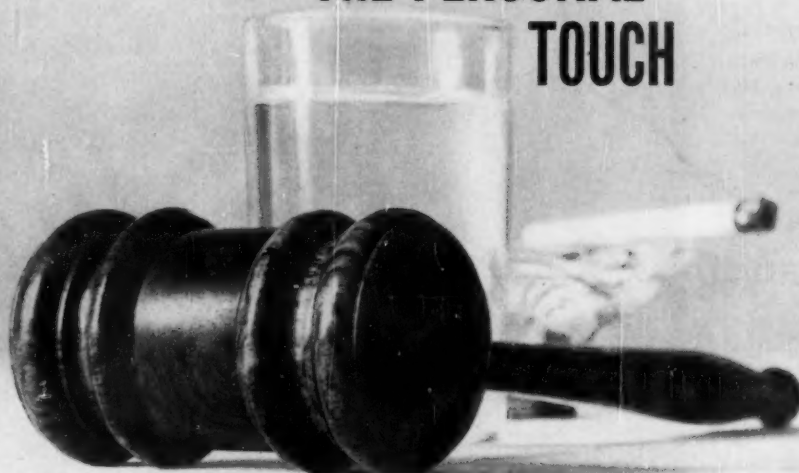
Newly established speaking bureau of National Assn. of Direct Selling Companies will have "50 prominent sales executives" available for speaking engagements. Talks to be delivered will cover direct selling as a career, its function in opening new markets and its assistance to retailers, plus human engineering and public relations. Booklet, listing speakers and subjects is available for 15 cents from NADSC headquarters, 165 Center St., Winona, Minn.

Owners of New York Trade Show Building are negotiating with State of New York to have state release upper six floors of the building which it now occupies. This area could then be converted to exhibit space and double area now available for shows.

Atomic Industrial Forum will take a traveling exhibit of atomic industrial equipment abroad this year. Called "Nuclearama", exhibit will be limited to about 40 companies. Displays will be modular design to keep costs down. Slated to run for two years, show already has tentative bookings at International Atoms for Peace, Switzerland, September, and in Washington in November.



# 53 GROUPS WHO ENJOYED THE PERSONAL TOUCH



The 53 outstanding groups listed to the right have discovered what makes a convention so memorable at Washington's Shoreham Hotel. It's our *personal touch* — the expert, *individual* service that we give every group, large or small.

You'll find no stiff rule-book attitude at the Shoreham. Whether you want to "move a wall" or change a salad, our convention manager and his staff are always ready to give you their *immediate* personal attention.

And we've the finest facilities for groups of every size: 17 meeting rooms accommodating any number from 35 to 1000 . . . banquet facilities for groups up to 750 . . . 600 beautiful air-conditioned guest rooms for conventions, accommodating 1200 persons . . . and Washington's largest hotel exhibit hall — 44,000 square feet of drive-in exhibit space. *For complete information and floor plans, write to John C. Egan, Sales Manager.*

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### A FEW OF THE ORGANIZATIONS WHO HELD THEIR CONVENTIONS AT THE SHOREHAM DURING 1956-57

#### ASSOCIATIONS

Air Force Association  
American Academy of Occupational Medicine  
American Booksellers Association  
American Institute of Architects  
American Institute of Industrial Engineers  
American Physical Society  
American Trucking Associations  
Association of American Railroads  
Credit Union National Association  
Dairy Industries Supply Association  
National Assn. of Bank Auditors & Comptrollers  
National Assn. of Mutual Savings Banks  
National Assn. of Plumbing Contractors  
National Assn. of Radio & Television Broadcasters  
National Assn. of Secondary School Principals  
National Automobile Dealers Association  
National Electrical Manufacturers Association  
National Lumber Manufacturers Association  
National Paint, Varnish & Lacquer Association  
National Rifle Association  
National Tank Manufacturers Association

#### INDUSTRY

Avon Products, Incorporated  
Chevrolet Division, General Motors  
The Coca-Cola Company  
Continental Grain Company  
Eagle-Picher Company  
Esso Standard Oil Company  
Fuller Brush Company  
International Business Machines Corporation  
Kraft Foods Company  
Pepsi-Cola Company  
Rolls-Royce and Bentley Motors  
Timber Engineering Company  
U. S. Gypsum Company  
U. S. Rubber Company

#### INSURANCE

Aetna Life Insurance Company  
Baltimore Life Insurance Co.  
Berkshire Life Insurance Co.  
Commonwealth Life Insurance Company  
Crown Life Insurance Company  
Equitable Life Assurance Society  
Metropolitan Life Insurance Company  
Peoples Life Insurance Company  
Postal Life Insurance Company  
Prudential Insurance Company of America

#### OTHER GROUPS

AFL-CIO  
Citizens Committee for the Hoover Report  
International Monetary Bank & International Monetary Fund  
Robert Morris Associates  
National Conference of Electric & Gas Utilities Accountants  
National Industrial Stores  
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*that has*  
**everything\***

As many of our convention visitors have put it, "Here's one place where business is a pleasure!"

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We would welcome the opportunity to show you how nicely our facilities will fit your convention requirements. For free convention folder and the complete story, just write Mr. Winston McCrea, Manager, Sun Valley, Idaho.



#### MEETING ROOMS

No. of Rooms	Max. Capacity
OPERA HOUSE	500
DUCHIN ROOM	100
SLALOM ROOM	100
Numerous smaller rooms	20 to 50

#### BANQUET ROOMS

No. of Rooms	Max. Capacity
LODGE DINING ROOM	350
CONTINENTAL	600

*Liquor by the drink available per state laws except Sunday and designated holidays.*

#### RATES

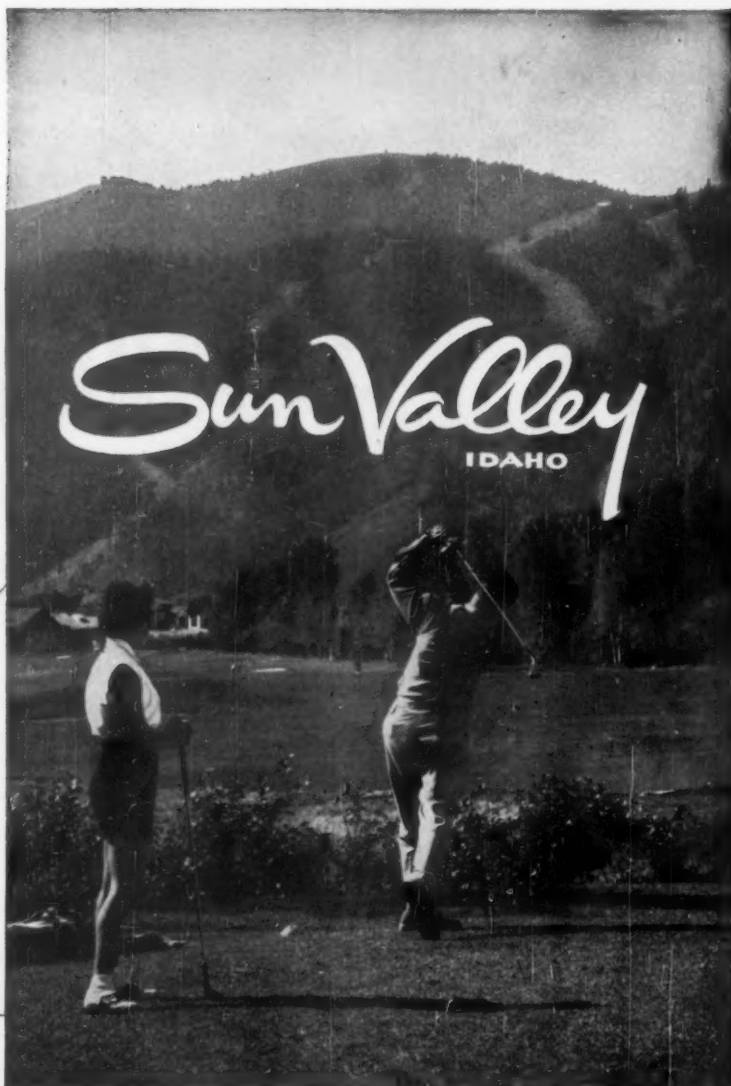
AMERICAN PLAN	
<b>\$15</b>	per person, two in a room
<b>\$18</b>	per person, single room

#### EUROPEAN PLAN

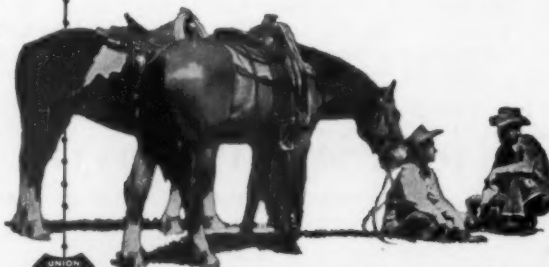
RATES ON REQUEST

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SKEET AND TRAP SHOOTING  
MOVIES • BOWLING  
DRIVE YOURSELF SERVICE  
OUTDOOR ICE SKATING • DANCING  
AND EVENING ENTERTAINMENT**



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## Facilities Roundup

New Facilities Being  
Built for Conventions

### JACKSONVILLE

New Robert Meyer will add 550 rooms to Jacksonville convention area, says general manager Robert B. Neighbors. Slated for completion in 1959, hotel will feature a 250 car garage, ballroom seating 1,000 for banquets and 1,400 for meetings, plus "huge exhibit area for automotive or industrial equipment shows." Closed-circuit TV hookup will be available, also.

### PITTSBURGH

New \$15 million Pittsburgh Hilton, slated to be opened late 1959, will be 22 stories high. Located in Gateway Center, hotel will have 813 bedrooms, each with its own television and hi-fi radio equipment. Ballroom for 2,000 diners and 2,660 for meetings can be divided into four smaller rooms and will adjoin a number of private function rooms.

### SEATTLE

Plans for construction of a \$1 million three-story hotel are being prepared. Present plans call for an 80-room hotel, with heated swimming pool, banquet room for 250, cocktail lounge and restaurant.

### SYRACUSE

Construction of new \$1-million, 72-room hotel is expected to get underway shortly, announces George Weichmann, president, Airways Hotel Corp. of Buffalo. Initial 72 rooms are expected to be expanded eventually to 300. Hotel will be completely air-conditioned and will have a dining room and cocktail lounge.

### CHICAGO

Morris R. DeWoskin, president, Condado Caribbean Hotels, Inc., announces new 40-story hotel, "Executive House," will open in the fall of 1958. First hotel to be constructed in Chicago in 25 years, hotel will have 448 units, each with studio living room, kitchenette, bath and balcony. A 200-car garage, restaurant, bar and private club are planned.

JANUARY 3, 1958

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● Whether the job is moving your exhibit for one appearance, or through a series of showings in different cities, Mayflower can do it quicker and more economically. The number of vans you need is assigned to your tour, and move accordingly to your schedule. Packing service is available if needed. Because the van can load and unload promptly, you can schedule your showings during a shorter period of time. Mayflower has long and successful experience in transporting exhibits for many of the nation's leading companies. Your local Mayflower agent can make all the arrangements for you.

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for your  
convention**

# Eden Roc

hotel, cabana & yacht club



CABANA AREA ideal for outdoor buffets, cocktail parties and water shows.

**ALL THIS IS YOURS ...  
FOR A PERFECT CONVENTION!**

- 14 meeting rooms or combinations ...  
to seat any size meeting from 24 to 1600!
- Monitored air-conditioning
- Modern lighting and sound equipment
- Outstanding cuisine ...  
served from an ultra-modern kitchen,  
strategically placed to serve every  
banquet with maximum expediency
- Underground parking garage
- Yacht anchorage on protected Indian Creek
- 30,000 square feet of drive-in  
exhibit space at reasonable rates

**ALL THIS — PLUS:**

- Olympic pool and private ocean beach
- Over a hundred luxury cabanas  
with individual bathrooms
- Magnificent covered outdoor pavilion for  
dining and dancing, outdoor meetings
- Three delightfully different  
dining rooms to suit your every mood
- Informal gaiety and dancing in  
Harry's American Bar — Garden Café
- Fabulous entertainment nightly  
in the unparalleled Café Pompeii

ROBERT H. WHALEN, Director of Sales

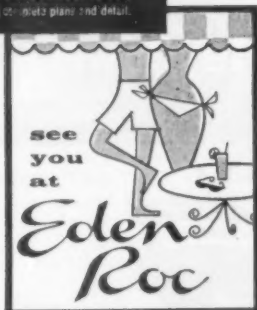


MONA LISA ROOM — this beautiful room comfortably accommodates banquets up to 500 people.



POMPEIAN ROOM — Accommodating banquets of 1200 and business sessions of 1600 people. Four tiers assure all in attendance perfect view of the speaker's table.

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**OCEANFRONT, 45th to 47th STREETS, MIAMI BEACH, FLORIDA**



## FACILITIES ROUNDUP

continued

### PHILADELPHIA

Drake Hotel announces completion of \$50,000 redecorating and refurbishing program. Lobby, plus all function and guest rooms have been refurbished, says B. B. Leider, president and general manager. New acoustical system and television sets for all guest rooms have been installed.

### DALLAS

Two major structures are slated for construction at State Fair Park in the near future, announces State Fair President R. L. Thornton, Sr. New Livestock Coliseum would be used for horse shows, circuses and livestock events. Tentative plans call for completion in time for the 1959 State Fair of Texas.

Target date for completion of new World Trade Building is 1960 — State Fair's 75th anniversary. Building would provide exhibit space on a year-round basis for "foreign and domestic manufacturers and foreign governments." Costing an estimated \$2.5 to \$3 million, building will be a two-story structure, utilizing large glass wall areas and will have year-round air-conditioning. Building is expected to provide 87,000 sq. ft. of space on the two floors.

### JAMAICA

Arawak Hotel, seven-floor, 176-room, luxury resort will stress "native atmosphere" amid American comforts, says Sam Levy, general manager. Hotel, which opened in December, has swimming pool, two tennis courts and a putting green. Entire hotel is air-conditioned.

### HOUSTON

Multistory annex is planned for the Rice Hotel, announces President John T. Jones, Jr., Houston Endowment, Inc., hotel owners. Initial construction, slated to get underway soon, will house a basement and four or five stories. Foundation is planned to support at least 10 stories with other floors being added later. Addition will add a drive-in lobby, ballroom and exhibit facilities, plus offices at a cost of about \$3 million. Hydraulic lift capable of raising a 20,000 lb. load is slated for the lobby for lifting displays to the ballroom and exhibit areas.

# Covering the Continent...

(...and then some)



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For free help and advice on moving problems, write noted consultant, BETTE MALONE, c/o United Van Lines, Dept. MS, St. Louis 17, Mo., or contact your nearest United Agent.





**CHATEAU LAURIER—550 Rooms—Ottawa, Ontario . . .**  
One of the world's finest hotels, located in the heart of Canada's capital.

# CANADA'S CONVENTION HOST FROM COAST TO COAST!

## MIX YOUR BUSINESS WITH FUN AT A MODERN CANADIAN NATIONAL CONVENTION HOTEL!

Make your next convention the most successful you've ever had . . . hold it in Canada at one of these magnificent CNR Hotels! They're especially "convention-conditioned" to give you unsurpassed facilities, accommodations and service. And you'll find that Canada offers the very best in sports, entertainment, scenery and sightseeing. In addition, Canadian NATIONAL Railways gives you two important extras:

**TOPS IN TRAVEL SERVICE**—the advice and assistance of friendly travel experts is available to delegates at Canadian National Railways Offices conveniently located in principal cities of the United States and Canada. Interesting pre-convention and post-convention **MAPLE LEAF 'PACKAGE TOURS'** are available.

**CONVENTION PLANNING SERVICE**—Canadian NATIONAL's Convention Bureau has the know-how and experience to assist you in all your particular convention problems. For complete information, write: A. P. Lait, Manager, Convention Bureau, Canadian NATIONAL Railways, Montreal, Quebec, Canada.

**THE QUEEN ELIZABETH** 1216 rooms—Montreal, Quebec  
**LE REINE ELIZABETH** Fully air-conditioned . . . A CNR Hotel operated by Hilton of Canada Ltd.

**CHATEAU LAURIER**—550 rooms—Ottawa, Ontario . . . One of the world's finest hotels, located in the heart of Canada's capital.

**JASPER PARK LODGE**—650 guests—Jasper National Park, Alberta . . . Open during summer season. Showplace of the Canadian Rockies. Unexcelled convention, sport and recreational facilities.

**HOTEL VANCOUVER**—560 rooms—Vancouver, British Columbia . . . Canada's West Coast Metropolis and convention headquarters. Under joint management of Canadian National Railways and Canadian Pacific Railway Company.

**THE MACDONALD**—480 rooms—Edmonton, Alberta . . . A sparkling new 15-storey wing. Expanded convention facilities.

**THE BESSBOROUGH**—260 rooms—Saskatoon, Saskatchewan, especially designed and equipped for all convention requirements.

**THE FORT GARRY**—265 rooms—Winnipeg, Manitoba . . . in the "Chicago of Canada" and splendidly equipped to handle all business and social functions.

**THE NOVA SCOTIAN**—150 rooms—Halifax, Nova Scotia . . . Overlooking historic Halifax harbour, this modern hotel ranks among Canada's best.

**THE CHARLOTTETOWN**—110 rooms—Charlottetown, Prince Edward Island . . . the "Garden Province" of Canada. Famed seafood cuisine.

**NEWFOUNDLAND HOTEL**—140 rooms—St. John's, Newfoundland . . . Centrally located in the capital city of the Province of Newfoundland.

**YOUR FUN STARTS THE MINUTE YOU BOARD...**



## SALES MEETINGS

January 3, 1958

### AS THE EDITORS SEE IT

Foreign politics get so confused sometimes that even with a scorecard you can't tell the players. The guy you expect to be in left field is on first base, and the pitcher is out in the field.

Just look at this ball game that is being played between United States and Russia:

For years Americans have felt that if we could only get our story of free enterprise into the heart of Russia, we could deliver a telling blow to red propaganda. Nobody on this side of the Atlantic could dispute the value of going directly to the Russian people to tell our side of the story.

Since June, 1955, with the knowledge of our Government, an enterprising group of trade show management people have been beating a path to the Kremlin to get the Russians to allow an American trade show to be set up. They came back with a contract July 12, 1957, for a fair in Moscow during August, 1958.

At the end of August, 1957, Congress appropriated \$2.2 million for the U. S. Government to use for exhibits inside Russia. The Administration had asked for the appropriation and everybody, press, business and politicians, voiced enthusiasm for a chance to break through the Iron Curtain effectively.

Well, there you have the scorecard and the players. Now, take a look at the positions the players are now taking:

Some of our lesser government officials went to Moscow in the hope that the Russians would cancel their contract for a fair with American Abroad Associates, Inc., a private trade show management firm in New York City, and let the U. S. Government run the fair.

**What a switch! Our government wants to cut out private enterprise. Even more surprising, the Russians would have none of it. They signed a contract with an American firm and want it to stick.**

Our governmental "geniuses," rebuffed in their plan to capture the glory of this venture, then took a position of passive resistance to plans for American Fair in Moscow, as developed by the private company. While the Administration is on record and solidly behind the fair idea, certain underlings in key government positions are setting aside the \$2.2 million appropriation for U. S. exhibits in Russia and are making no effort to have government exhibits in this fair.

In other words, the great rallying point, free enterprise, gets shoved aside not by the Russians but by Americans.

To fill out your scorecard further on this ball game, see what the Russians have agreed to do:

1. American Fair in Moscow will be housed in four buildings offering 250,000 sq. ft. right in the heart of Moscow.

2. Americans can exhibit anything they choose. There is no restriction on the mode of presentation. It can include movies, books or anything else we might like to use.

3. Russians agree to publicize the fair in their newspapers, magazines, radio and TV.

4. A gate of 3 million people from all over Russia and Satellite countries is expected. Admission price is three rubles (75 cents, official rate of exchange; 30 cents at tourist rate).

5. Russian planning and purchasing missions as well as managers of collective farms and factories are to attend this fair to see what America offers that they might buy.

6. USSR foreign trade ministry has indicated a willingness to make large sums of dollars available for the purchase of American products.

There you have the game as it shapes up to this minute. One additional note of interest: The office of this fair, set up just two weeks ago in Moscow, is the first commercial office ever opened in the USSR by any Western country.

Apparently free enterprise does work. Here we have a case of American businessmen getting the Russians signed to a good business (as well as propaganda) deal for us, and our government still crossing signals in the bleachers. Officially our government is for it, but some small minds in the Administration are unhappy that they are not pitching and want to take the ball and go home.

American Fair in Moscow is being planned by a firm headed by Gottfried Neuburger. He directs such shows as the annual International Toy Fair, and is respected both here and abroad. The position of Administration subordinates on the fair in Moscow puts his operations in a strange situation. By keeping our government out of this fair, these minor league "players" in government cast some doubt in the minds of businessmen here that maybe we oughtn't tell our story to the Russian people — which is in direct opposition to what we have been believing all along, and what Congress wants.

Unless our Administration straightens out its team, this opportunity to put on a real show of American free enterprise behind the Iron Curtain may be sabotaged—and not by the Russians, but by pettiness among lesser lights in Washington who either want to have the crowds cheering them, or the outcome of the game be damned.



# CONVENTION QUESTIONS? CALL AMERICAN'S CONVENTION SPECIALISTS



For authoritative answers—without obligation—to your convention questions, see American's group-travel experts. To insure the success of your convention, make American your official carrier. With more service to more key cities, American can meet your requirements better than any other airline. Contact your local American Airlines District Sales Office or write: Mr. R. A. MacDonald, Convention Manager, American Airlines, Inc., 100 Park Avenue, New York 17, New York.

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---

## When they say this about your group discussions . . .

*It isn't even clear  
why we are meeting.*



*Everybody talks about  
his own problems.*



*We aren't accomplishing  
anything at all.*



*The whole thing is a  
colossal waste of time.*

---

## YOUR GROUP LEADERS NEED TRAINING

There's a new concept to the role of discussion leader. His job is to service the group, and it takes special training for him to understand his function and gain facility in use of new group techniques. Leader training covers 8 areas.

**BY EDITH WHITFIELD**

*Associate, Richard Beckhard Associates\**

Small discussion groups, now featured quite regularly on programs of large conferences, are bringing about a fair amount of criticism. Conference goers often feel that groups are a waste of time. They feel that more can be accomplished in the lobby, at the bar, in the coffee shop — in small discussion groups of their own making.

### **Basis For Existence**

Unfortunately, this criticism has some basis for existing. Many of us have attended discussion group sessions in which "It isn't clear why we are meeting," "Nobody knows what we are talking about," "We are pool-

ing ignorance," "Everybody talks about his own problems," "One person dominates the discussion," "We aren't accomplishing anything at all," "The whole thing is a colossal waste of time."

### **Off the Ground**

Of course, some discussion groups do get off the ground, but too many don't. And yet, why shouldn't people be able to come together and think through problems of common concern? What happens to people who ordinarily have a great deal to say to each other when they're assigned to a group and supposed to meet for a couple of hours? Why do so many groups fail, become paralyzed, or go into a state of chaos?

Perhaps there's too much pressure on the group to produce. Perhaps the members are not interested in the topic. Perhaps the setting is an uncomfortable one.

But what if the discussion group were to consider a problem that concerned the participants, one for which no expert had the answers, but they themselves had the ideas? And what if the participants had received background materials before the session, and had all heard the same opening talk designed to stimulate their thinking? And what if the participants were assigned to a room where the setting was pleasant and the chairs were comfortable? Then wouldn't they have a more satisfying experience? Undoubtedly they would.

### **Get Bugged Down**

But even with the best physical conditions, a topic of vital interest, and appropriate people present, too many groups get bogged down and stay that way. Why do they? What's the missing element? Missing element is a person who has the responsibility for helping the group get off the ground and go somewhere. It's the person who can service the group—a discussion leader.

This is a rather new concept — a

\*New York City

discussion leader who is a servant to the group. Generally, we tend to think of the leader as the guy who has all the answers, the one who's supposed to be 10 steps ahead of other members, the person who can lead the group through a successful session. But what an impossible job this is, except perhaps for a few very rare individuals.

However, if the discussion leader thinks of his job as one of service, it need not be an impossible one. But it would become a job for which he would need to be prepared. He would need training in these areas in which he could service the group:

1. Getting the group started
2. Seeing that members become acquainted
3. Selecting topics for discussion
4. Setting discussion priorities and the time to be spent on topics
5. Helping to keep the discussion distributed
6. Handling members who talk too much, or who don't talk at all, or who get the group off the topic
7. Summarizing the discussion
8. Planning for following sessions

How can a leader be prepared to give his group help in these areas? There are a number of ways, but one method which has been used quite a lot lately and has proven successful is a leaders' training session the day before the conference.

There are many forms a session like this could take. One of the most acclaimed patterns is a day-long session with experts skilled in training discussion leaders. (Experts such as these often are available through universities.) All the leaders should be heartily encouraged to attend. Many organizations pay their expenses for that day. To do the job right, conference planners have found that a leaders' training session takes time and costs money, but it pays off in a number of important ways.

Not only are leaders better prepared to serve their groups, but the organization will have gained a commitment from them toward helping to make the conference a more productive experience, and particularly a commitment to the small discussion groups, which may comprise a large part of the program.

From the leaders' point of view, the gains also are manifold, including of course acquiring skills which have a much wider use than just serving their conference groups.

It's amazing how receptive executives can be to a training session if they see it as a briefing session, essential to helping them fulfill their job

with the discussion groups, and not just a session to train them in how to lead discussions. Most often they think they're pretty good at that, and if they didn't they probably wouldn't talk about it, and certainly wouldn't think they needed help. But they will come to be briefed, and if the session is well planned, they'll go away, briefed—and trained.

Leaders will come to sessions wanting to know answers to a lot of specific questions concerning the conference. Therefore their briefing should include a thorough orientation session with the conference planners, and other sessions devoted to details of the conference.

They will also come to the briefing sessions with a number of concerns which they should have a chance to talk over with each other:

"How much of the content will the group expect me to know?"

"How much do I have to know in order to feel secure?"

"What are some of the things I can do if the group gets jammed up?"

"What if nobody talks?"

"Suppose people want to change to another group?"

"How do we choose a recorder for the group?"

During briefing sessions, leaders should meet in small practice groups to talk over their concerns and to practice ways of helping the group, of working with members.

Here's one way a leaders' training session might look:

*(It's the day before the conference at which about 600 participants are expected to register. Therefore 60 leaders have been selected and are meeting for the day with three or four trainers.)*

#### 9 AM — Opening Session

A conference official welcomes leaders. Conference planners describe in detail the conference program, and rationale behind it. Job of the discussion leaders is described. After leaders have a look at the conference and their job, they spend some time discussing the program, and sessions with which they will be involved.

#### 10:30-12:30

The rest of the morning is a combination of some work with the large group of leaders and some work in small practice sessions of 15-20 leaders, each small group with a trainer.

In the large group session leaders look, briefly, at the topic the discussion groups will be discussing when it first meets. They then watch a hypothetical group as it

starts its meeting, so that they can see some of the areas in which they will be called on to serve their groups.

In the small practice sessions, leaders form their own agenda of the topics with which they are concerned, and then spend the session discussing these and trying out different ways of working with the problems they will encounter in serving their groups.

#### 1 PM — Lunch

#### 2:30-5:00

Afternoon also has a session with the total group in which leaders can talk through more of the content which the groups will be considering.

Then there is a practice session of at least two hours when the small groups, with a trainer, have a chance to continue to pursue their own agenda.

#### 6 PM — Dinner

#### 7:30-9:30

An evening session is desirable, particularly to continue the work in the small practice groups.

Last half hour of the evening is spent with the total group of leaders meeting together to get a thorough briefing on the various details with which they will be involved:

1. Materials the group members will receive
2. Who to get in touch with if the room gets too warm
3. Where rest rooms are
4. The times for the leaders' meetings when they will report on the activity of their groups
5. Their group and room assignments

This is a day-long training session. But if the conference is a short one and there is less briefing of leaders to be done, the training session could also be shorter, possibly only half a day. Some training sessions have been longer, two or three days. But generally, whatever the length, the pattern runs similarly to the day's program just described.

With this kind of preparation discussion leaders should be prepared to fill that missing element of helping the conference participants feel that time spent in discussion groups, featured on the conference program, was time well spent, not wasted.

And the organization will benefit from this time well-spent by having a membership which has become more involved, and has found sessions both productive and enjoyable. **The End**

ANIMATED DIORAMA shows evolution of a small town from 1902 to present. This 16-foot exhibit weighs 4,000 lbs. and took 15,000 man-hours to produce. It operates 14 minutes.



## Old Exhibits Never Die (don't fade away, either)

Going strong since 1939, GM diorama continues to fascinate exhibit viewers. Now at New York City's Grand Central Station, animated exhibit slated for Chicago Museum.

How long can an exhibit keep working effectively?

At General Motors, the answer might appear to be "forever." An exhibit that was prepared for New York World's Fair is still going strong although it is a complicated mechanism with a couple dozen electric motors.

Now appearing in Grand Central Station, New York City, General Motors' "Our American Crossroads" not only is attracting much attention in the Merrill Lynch, Pierce, Fenner & Beane exhibit area, it is scheduled for years of additional service at Chi-

cago's Museum of Science and Industry several months hence.

GM created and built "Our American Crossroads," a 16-foot animated diorama, as an educational exhibit back in 1939. It was so popular at the World's Fair that it mounted the exhibit in a special trailer as part of General Motors' Parade of Progress. The exhibit toured the nation for years with appearances at state fairs and special expositions, and never failed to attract huge crowds.

Strange part about "Crossroads" is that it is virtually the same as the day it was put together. Accompanying dialogue hasn't changed, only a scene of today's typical town has been updated.

Copy for original recording that synchronizes with the animation was written back in 1939 by Dudley Britton of the *New York Times* who then joined the staff of GM's public relations department. His script was recorded by Parker Fennelly, the Titus Moody of radio and television fame, almost two decades ago and it still fits today's use.

"Crossroads," through voice and action, demonstrates the transformation of a rural crossroads community of 50 years ago into a thriving suburban community of today. The exhibit emphasizes the major part the automobile has played in bringing the country and city together.

Complete exhibit weighs more than 4,000 pounds. Exhibit techniques used include stop-motion, conveying chain, automatic light dimming, syn-

chronized sound and action, and diminishing perspective in motion. Altogether the mechanical construction and modeling took more than 15,000 man-hours of labor.

Exhibit's performance can be given four times an hour (14 minutes each). It covers four decades in the life of an imaginary crossroads community, "Pleasant Corners." To cover these changes, the entire scenery is shifted three times—from 1902 to 1920 to 1958. To preserve coherence in the action, a story is woven about the lives of certain outstanding people in the town—the Hills, Marshalls, Barnes and MacPhersons, original inhabitants of Pleasant Corners.

As the story is told, you see how the automobile influences the lives of these people and how it helps to change the whole appearance of the village.

This intricate exhibit involves the proper synchronization of some 25 electrical motors and 70 contacts. The mechanism alone took over a year to construct. Models, depicting the changes taking place in America, show progress not only in vehicles but also in roads, buildings, bridges and countryside.

Scenes change again and again. Pleasant Corners is no longer a sleeping country crossroads. There is a four-lane concrete highway instead of the rutted old dirt road. The community has a modern progressive look—new postoffice, new community center, new industries, better homes.

There's no telling how long this exhibit will continue at work. Could be that your grandchildren's children will watch with fascination as this exhibit—with atomic-powered cars on radar-controlled highways, perhaps—unfolds at some future exposition.

The End



CAREFUL MAINTENANCE has kept exhibit in use almost 20 years—mostly on tour.

**Just 20 hours' sleep for five days with sessions day and night—and still these salesmen were happy with . . .**



**BAGGAGE RACKS** were prized sleeping quarters aboard bus that toured manufacturing plants.

## **Fantastic Meeting: Couldn't Wear Out Salesmen**

Throw away your rule book. Dewey Rainville, president, The Rainville Co., Inc., Garden City, N.Y., has just proven that there is no end to the punishment salesmen will take at a sales meeting.

It used to be that three hours of talks, twice a day, was the limit for

any meeting. Now Dewey Rainville shows—with his five-day conclave—there is no limit. As long as his salesmen are breathing, he can pump product information into them—and make them like it.

What is unquestionably the most fantastic meeting ever planned on

paper and then put into practice was staged last September. For five days, Rainville's salesmen underwent the closest thing to a Batan "death march" on wheels and survived with no complaints.

In addition to the remarkable endurance of the human body, Rain-



**5 AM—STILL IN GOOD HUMOR** after all night on bus and days with little sleep. Here group arrives at Statler Hotel, Hartford.



**FIVE HOURS** of almost continuous lecture on six pieces of equipment set something of a record for Dewey Rainville who is seldom at a loss for words. An engineer, Rainville knows the features of equipment and can make them meaningful to his salesmen—often better than the manufacturer. This visit to the Foremost plant was about midway in the tour.



**LAST DAY** and still going strong. Up late the night before and with about 20 hours of sleep for the week, this group could still be alert for a Sunday morning session. Sessions offered no variety. Straight lectures with handout material filled most of each day. Only great interest in learning about product features can account for the attention of salesmen after long hours.

**FACTS NEVER STOPPED.** Even en-route, the bus' PA system gave Rainville an opportunity to recap information salesmen should have picked up at last session and to tell them what was coming next. Bus was air conditioned which helped considerably toward relaxing men between plant tours and lectures.



ville's meeting proved that salesmen who are hungry for product knowledge will put up with anything to get it. And this does not refer to young, eager salesmen alone. Some Rainville men are in their fifties and sixties and they were, perhaps, the most pleased with their meeting experience. As one explains it, "We learned in a few days what normally takes months or years to find out. Sometimes you never get all the facts."

What about the discomforts and sleepless nights? "If this is the way we have to get all the information quickly, I'm willing to go along again." (This from a 63-year-old salesman.)

Rainville Co. is a sales organization that acts as manufacturer's representative for 10 companies nationally and more than a half dozen regionally. Its products are all in the plastics field. According to Dewey Rainville, his company's annual gross sales today are \$2 million. "In three years it should be \$20 million and hit \$80 million in 10 years," he declares.

Rainville's saga of endurance started at Penn Station, New York City, on a Tuesday afternoon. There a little more than a dozen men met and boarded an air-conditioned bus

for a trip to Abington, Pa., just outside of Philadelphia.

At Abington, this group of stalwarts were met by other salesmen from the West and Midwest. First event on the schedule was a charcoal-broiled steak dinner at the home of Harry Harp, president, The Rainville Co. of Pennsylvania. Harry prepared the steaks, corn on the cob and baked potatoes on his outdoor grill. Mrs. Harp prepared the salad and other tidbits on the menu.

#### Didn't Last

This first evening of diversion and home comfort presaged nothing of what was to come. Once that bus roared away from the Harps' suburban home at 11:30 PM, the 18 salesmen saw the last of relaxation for five days.

Checking in at the Rodney Hotel in Wilmington, Del., at 1 AM, the group was up before 7 AM for a scheduled 7:30 AM breakfast. The group dined with personnel from F. F. Slocumb Corp., Wilmington, and then boarded the bus for a visit to the Slocumb plant for a demonstration of a steam expander.

From 9 AM until late in the afternoon, Rainville salesmen were lectured on product and product performance. There was timeout for lunch at Wilmington's University Club. At 4:30 they returned to the hotel to check out of their rooms, and as the schedule said, have "one-half hour free." At 5 PM they were back in meetings with representatives from Dryomatic Corp., Vapor Dynamics Co., and E. I. duPont de Nemours & Co., Inc.

Discussions were stopped for dinner and continued after—until near midnight when the bus left for Garden City, N. Y. Schedule called for sleeping on the bus as it wended its way north from Wilmington.

#### Baggage Racks Best

Much experimentation by salesmen showed that the best sleeping accommodations were in the baggage racks. They could stretch out in the overhead racks, and so the racks became the grand prize for the first men to rush to the bus.

Having arrived at Garden City earlier (5:30 AM) than scheduled, several salesmen stretched out on the

## Save time, money! Ship your displays



#### HOW EUREKA WILLIAMS COVERED THE COUNTRY

Using 3 giant North American vans for 3 road shows, Eureka Williams Corp. presented new line of automatic heating equipment to dealers in 63 cities in 7 weeks. (Left) Products and display materials were shipped uncrated, but fully padded. Special paint job made each van a traveling billboard. (Right) Eureka Williams regional manager welcomes NAVL driver, removing custom cover from gas furnace.



DOOR-TO-DOOR DELIVERY... UNCRATED... HIGH-VALUE PRODUCTS... EXHIBIT DISPLAYS...

floor of the company's offices to catch up on their sleep. It didn't last long because breakfast was slated at 8 AM at Garden City Hotel. An hour later, they were off for Gabriel Williams Co., Inc., Freeport, L. I., N. Y. Over three hours of product demonstrations were interrupted by lunch right in the plant.

A fast trip to Reliance Plastics Corp., Freeport, to see machines in operation at a customer's plant was followed by a meeting with Faeco Machine Co., Inc., personnel at Patterson, N. J. Dinner and post-dinner sessions were at the Essex House, Newark, N. J. At 1 AM, weary salesmen toppled into bed, but not for long. There was a breakfast meeting to attend at 7:30 AM to learn about products of Foremost Machine Builders, Inc., Livingston, N. J.

#### Lecture

After a speedy checkout from the hotel, the group went to the Foremost plant to learn about six different pieces of equipment. It was at this plant that Dewey Rainville set something of a record. He lectured his men about the equipment features for five

straight hours, including the luncheon where he held forth between courses.

At this halfway mark, his men were still awake and listening. He knew they were because they kept asking questions.

All afternoon, until 11:30 PM, Rainville's gallant "troops" were the guests of Mayer Refrigeration Engineers, Inc., Lincoln Park, N. J. The grind was broken by a little entertainment at dinner in the private room of a restaurant.

Near midnight, the stalwart band boarded the bus for Hartford, Conn. By this time, techniques of sleeping on a bus had been mastered, but there really was little sleep to be had. The bus arrived at the Statler Hotel in Hartford a little before 5 AM.

#### Still Game

Tired but still game, Rainville's "busketeers" braced themselves for another full day of riding and listening. Wasting not a second, Dewey Rainville used the bus' PA system to brief his men on what they were to see next and to review what they had already seen. In effect, he had an almost continuous meeting going around

the clock. Still nobody complained. The salesmen appeared to be desert-dried sponges immersed in a cool spring. They continued to absorb production data as long as the trip lasted.

#### Last Day

Last full day was officially underway at an 8 AM breakfast with personnel of Emhart Manufacturing Co., Hartford. After breakfast, the group left for the Emhart plant where they learned more about the company's equipment, had lunch, and learned some more.

That afternoon, the group was reconvened at the Statler to hear from representatives of Lombard Governor Corp. who had come down from Ashland, Mass. With time out for dinner, this session held forth until after midnight, although the schedule called for the day's meetings to end at 10:30 PM.

Last day of the pilgrimage to its major manufacturers started later than usual with a 9 AM breakfast. Some salesmen were up early to go to church and missed the luxury of an extra hour in bed.

Last item on the agenda was a

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**INTERCONTINENTAL**

SAN JUAN, PUERTO RICO

### CONVENTION FACT SHEET

#### GUEST ACCOMMODATIONS

air-conditioned guest rooms and suites. Large picture windows overlooking the Caribbean or the mountains of Puerto Rico. Private balconies.

#### MEETING AND BANQUET ROOMS

	MEETINGS	BANQUETS	DIMENSIONS	FLOOR AREA (Sq. Ft.)
Main Banquet Room	1500	1000	70' x 162'8"	11,387
Banquet Room ¾ open	1125	750	70' x 121'6"	8,505
Banquet Room ½ open	750	500	70' x 81'4"	5,693
			(either half)	
Banquet Room ¼ open	375	250	70' x 40'6"	2,835
Reception Room "A"	158		32' x 37'	1,184 (irregular)
Reception Room "B"	95		23' x 31'	713 (irregular)
Rooms A & B combined	326		32' x 68' (8' x 34')	2,448 (irregular)

#### RESTAURANTS AND BARS

Tropicoro Night Club (Supper Club)  
Cofresi' Bar  
El Chico Bar (adjoining Tropicoro)  
Santiamén Coffee Shop  
Pavillon Room

**CAPACITY**  
302  
59 at tables—22 at bar  
60 at tables—18 at bar  
155 inside—154 on Patio  
44 at tables

#### POOL & CABANA CLUB

Pool Dimensions—105' x 43' Cabanas Poolside Dining Terrace

#### CASINO

Gaming Casino San Juan (adjoining Tropicoro Night Club)

#### ABOUT PUERTO RICO

Springlike weather year 'round. No passports, inoculations or visas needed. No customs declaration necessary. Money and postal service same as U. S. Most residents speak English.

For complete information or reservations

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EMBAJADOR INTERCONTINENTAL, Ciudad Trujillo, D. R.  
JARAGUA INTERCONTINENTAL, Ciudad Trujillo, D. R.  
CURAÇAO INTERCONTINENTAL, Curaçao, N. A.  
HOTEL NACIONAL DE CUBA, Havana, Cuba  
VARADERO OASIS, Varadero Beach, Cuba

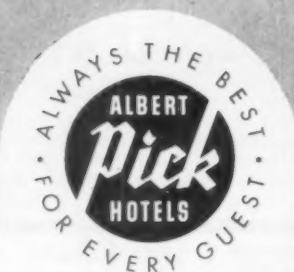
REFORMA INTERCONTINENTAL, Mexico City, Mexico  
HOTEL VICTORIA PLAZA, Montevideo, Uruguay  
HOTEL DEL LAGO, Maracaibo, Venezuela  
HOTEL TAMANACO, Caracas, Venezuela  
HOTEL GRANDE, Belem, Pará, Brasil  
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HOTEL TEQUENDAMA, Bogotá, Colombia  
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**CONVENTION  
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AIR-CONDITIONED FUNCTION ROOMS  
OUTSTANDING ACCOMMODATIONS  
for groups large or small



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*Cleveland*....PICK-CARTER  
*Detroit*.....PICK-FORT SHELBY  
*Minneapolis*...PICK-NICOLLET  
*Pittsburgh*.....PICK-ROOSEVELT

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Canton, O.....Pick-Belden  
Cincinnati, O.....Pick-Fountain Square  
Columbus, O.....Pick-Fort Hayes  
Dayton, O.....Pick-Miami  
Evanston, Ill.....Pick-Georgian  
Flint, Mich.....Pick-Durant  
Indianapolis, Ind.....Pick-Antlers  
St. Louis, Mo.....Pick-Mark Twain  
South Bend, Ind.....Pick-Melbourne  
Toledo, O.....Pick-Oliver  
Topeka, Kan.....Pick-Fort Meigs  
Washington, D.C.....Pick-Lee House  
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WELL-TRAINED receptionist will get information for your prospect list.

## Less Trade Show Headaches —And More Sales Results

Industrial Wiping Cloth convinces its franchise holders that trade show exposure is valuable, and then supplies exhibits and information to help them do the job right.

**BY I. E. BLACK**

*President, Industrial Wiping Cloth Co., Inc.*

Our marketing problem is complex since our product knows virtually no industry bounds. It is one which can be used when boring cylinders for the latest model cars as well as when making fabrics for the latest Paris fashions. There is further complexity since our product is handled through exclusive distributors who rent rather than sell our product to industry.

Our prime product is wiping towels, or shop towels as they are sometimes called. These wiping towels as well as our other products, are supplied to industrial users on a rental basis through our customers, franchised industrial laundries.

After numerous conferences both in our Cleburn, Texas, plant office and our national sales office in Long Island City, New York, we turned

to trade show exhibits as one of the prime means of exposing our product to industry. To do an effective job, this has to be done primarily at the local level, at regional trade shows. And this is best handled by our local distributors.

To make certain that we as well as our customers received maximum benefits from these trade shows we inaugurated an extensive research, planning and testing program. Our object was to create a trade show display and program that produced results with a minimum of effort on our part, one which could be undertaken by any of our industrial laundries without our actively partaking in the show.

First step in this over-all plan was the creation of an adjustable, attrac-

tive selling display. This job was assigned to our advertising agency, Bass & Co., New York City. Its staff, working with display producers, came up with a self-contained unit for trade shows. The display helped to promote all our products, supplied the necessary tools to show the advantages of our products and, in addition, it was so built that it could be used in a show booth which was as small as 10-feet wide up to one that was 20-feet wide. It was developed as a self-contained unit which could be erected by anyone who had never seen the display.

#### Field Test Next

Next step was to field test the display and check the effectiveness of the special literature and inquiry-getting methods which we developed.

Our first test was made at the June convention of Purchasing Agents Association in Atlantic City. While our own sales force was actively engaged in developing business, the research staff of our advertising agency was on hand to check the effectiveness of the display and materials.

#### Used House Organ

After several tests were made and a hard-hitting sales package decided upon, we used our monthly house organ, "The Texel News Bulletin," which goes regularly to our customers, industrial launderers, to tell all about it. We made the display available to them for their own use at any local trade shows in which they wished to partake at their own expense. Importance of these regional shows was emphasized again and again so that

## Check List for Exhibiting At Regional Shows

In its booklet, "So, You're in a Trade Show!"

IWC gives its customers these 36 tips:

### PRE-SHOW CHECK LIST

#### Sales Appeals

1. **Getting customers and prospects to the show:** If there are printed advance registration cards, obtain them from the show's management and mail these cards along with a note to your customers as well as prospects to meet you at the show. If no forms are available, prepare a special letter for customers and another for prospects and send these out. Either cards or letters should be mailed about 30 to 45 days prior to show.

2. **Keeping them anticipating:** During the four to six weeks prior to the show, make a note of the show and your exhibit on every invoice, every letter, every piece of literature you send out of your office. Many show managements have special stickers available for your use. If not, prepare a special rubber stamp with the necessary information and use it with an orange or green ink pad.

#### Show Area Activities

3. **Check regulations:** Make certain that you know the many rules and regulations governing the show, exact size of your booth, availability of electricity, placement of outlets and sundry other details.

4. **Investigate Tie-in possibilities:** As an industrial launderer you can build sales by obtaining customers from among the other exhibitors at the show. Use the show directory as your source of information and leads. You can provide free shop-towel service to keep their equipment and booth in tip-top shape. Prepare a special letter telling them that you are offering this bundle of three or five Industrial Texel Shop Towels for loan during the show. Any time they want clean towels, merely bring the soiled ones to your booth and you'll exchange them for clean ones.

(continued on page 33)

... OFFERS 3300 WOODLAND ADIRONDACK ACRES ON UPPER SARANAC LAKE, NEW YORK... FABULOUS FISHING, ALL WATER SPORTS, CHAMPIONSHIP GOLF COURSE... EXCELLENT ACCOMMODATIONS, SPACIOUS MEETING SPACE... FAMED CUISINE. FOR OUR COMPLETE CONVENTION STORY PLEASE WRITE JOHN CLIFFORD, MANAGER, SARANAC INN, 2 W. 55TH ST., NEW YORK CITY. SEASON: LATE MAY THRU SEPTEMBER.

SARANAC INN

they saw the sales-building value of participation.

Final step in our program was the development of an effective guide to help each customer do the best job possible. This was the preparation of a special manual, "So, You're in a Trade Show," by our public relations consultants, Highland-Bass, Inc., New York City. This manual was designed to enable each industrial launderer exhibiting at a regional trade show to come fully prepared to do the biggest volume possible, to get the best turn-out of prospects, to ob-

tain maximum press coverage — all without having anyone from our staff, our agency or public relations organization directly involved in any of the work.

Actually the manual had to accomplish several tasks simultaneously. There were some industrial launderers who were seasoned veterans of trade shows and oblivious to the hectic tempo of a show. Others were neophytes, somewhat awed by the perplexities of getting the exhibit ready before the opening gong, somewhat reluctant to partake in a show.

Furthermore, the manual had to serve as a guide for our customers to help them build customer goodwill, develop new business and serve as their own publicity agents at the show. The latter was necessary since too many regional trade shows do an ineffective job in handling the press.

Under the direction of Dr. Harold Joseph Highland of our public relations organization, this manual was developed to include all essential material needed by our customers. Some of the more obvious factors involved in trade show participation were ignored. Instead, only those problems which most frequently confronted the neophyte and even the seasoned trade show veteran were included in the checklist.

The manual was divided into four basic sections:

1. Pre-show: things to do before any material is shipped to the exhibition hall.
2. Show Time: material necessary for smooth-functioning at the show itself
3. Post-show: what to do to clinch the sale
4. Sample press releases for our customers to use before, during and after the show



*Only Northwest gives you luxurious*

## IMPERIAL SERVICE

*featuring complimentary Champagne*

Your delegates arrive at the convention relaxed and refreshed when they fly Northwest Imperial Service . . . continental cuisine . . . reserved seating . . . cocktail service . . . exclusive Twin-Screen Radar to smooth every mile. So wherever you're going, fly Northwest's luxurious Imperial Service.

*32 years of superior Airmanship*

## NORTHWEST *Orient* AIRLINES

*NOW! Fly your family with you for half fare on Saturdays as well as Monday noon through Thursday noon*

**334,000  
SQUARE FEET**

**OF AIR-CONDITIONED  
EXHIBIT SPACE**  
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Madison & Clark  
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- for business meeting, big show, convention of any size.
- function room floor accommodates 50 to 2500.
- 900 exhibit rooms and exhibit halls for 1250 exhibitors.
- 46 floors; 1867 rooms; Over 1000 air-conditioned; the world's tallest hotel!

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JOHN LOGSDON, Dir. of Sales

**TELETYPE CG 1685    FRanklin 2-9600**



We have found that this manual, plus our field-tested display, combined with our campaign in our monthly house organ, has produced the results we seek. Actually, the manual, "So, You're in a Trade Show!" was one of the most effective techniques to break the ice and get our industrial launderers to take a more active role in regional trade shows.

The End

## Check List for Exhibiting

(continued from page 31)

**5. Attention getting tactics:** A number of imaginative devices may be used with effect to gain extra interest for your exhibit and products. They generally, should be clever enough to draw the attention desired. For example, an IWC exhibitor at an automotive trade show may be able to borrow a Volkswagen from a local dealer to place in his booth. IWC fender cloths and Klere-Vue windshield wiping cloths can be demonstrated with excellent effect. If space prohibits such an eye-catching tactic,

a mounted glass panel may be substituted for a windshield. Again, an auto battery can easily be procured to show the acid resistant qualities of Texel fender cloths. There are many other tactics which will dramatize your products in a similar way. Imagination is the major requirement.

**6. Display your full line:** Take full advantage of the show's sales possibilities by showing your complete service line. Have a full set of all items with extras just in case you find some missing after a hectic day during the show.

## Your Staff

**7. How about give-aways:** Free samples of your products are bound to draw extra attention to your booth and generate activity in your exhibit area. If you are willing to undertake the expense of giveaways, it is wise to make certain that literature describing your product and its uses accompanies the sample. It's advisable as well to have the descriptive material attached to the sample rather than give it away separately. Also be sure you have enough giveaways for the duration of

## "The Very Best in Exhibit Facilities"

Forgive our immodesty, but this is no idle boast. In our first year of operation, sixty progressive and forward-looking trade shows and conventions, used our excellent facilities. Because of the resultant demand for additional bookings, we are now in the process of planning substantial expansion. If you too, are interested in greater acceptance and enthusiastic reception for your show, call or write us. There's no obligation!

DUANE W. CARLTON, President

## New York TRADE SHOW BUILDING

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- Acoustical ceilings
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- Crew of experienced personnel
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- Free tables, shelving, racks and chairs
- Spotlights—special peg-board display walls
- No gratuities for service
- Nearly 5,000 hotel rooms adjacent
- Center of Show Area
- Telephone in each room—switchboard service

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personalized  
exhibits

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That "something extra" in our finished product reflects a client attitude which, in almost four decades of exhibit design and construction has brought to and kept with our firm a long and distinguished list of satisfied customers.

We build to help you sell.

May we fill this role for you?

**Messmore and Damon**

1461 Park Avenue  
New York, New York

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**VIRCO-MATIC** Folding Tables are  
**AUTOMATICALLY** adjustable  
in height from 21" to 32"  
for children or adults...  
and will last for years.



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- 30
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- 21

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NEW YORK: 307 British Empire Bldg. • DALLAS: Adolphus Hotel Arcade (1406)  
TORONTO: 407 Victory Bldg.

the show. They can afford your staff an excellent opportunity to talk about the product and make a selling pitch.

**8. Tell your staff about the show:** Inform your entire staff about your planned exhibit. Set up a timetable for personnel who are requested to be at the show. Make provisions for an adequate staff during rush periods and arrange the meal schedule so that the booth is well-manned at all times.

**9. Arrange for hotels and travel:** If the show is being held in another city, make advance hotel and travel reservations. Do it well in advance to have this taken care of so that there is no last minute scramble.

**10. Put it in writing for the staff:** Prepare the time schedule for the staff, plus hotel and travel reservations when necessary, in a simple form and have it mimeographed and distributed to all your personnel who will be at the show.

**11. How about cheesecake:** Many show managements frown upon scantily clad females that exhibitors hire to draw attention to their products and exhibits. Others of course, don't care and may even encourage their use. Thing to remember however, is that the girl should never detract from the dignity of your firm and your products. To be a true asset, a model should be able to discuss your products with a good degree of intelligence. This means, of course that she should be essentially intelligent, have the proper attitude to the job she is to perform, and have a pleasing personality as well as look attractive. Pre-show briefing about your organization, products and what she is to do at the show will make certain she works for your best interests. And make certain your staff knows the girl has been hired to do a job—and not to entertain them.

### **Publicity**

**12. Prepare an advance release:** To make certain that everyone knows that you will be at the show—especially some prospects to whom you might not have written — get that notice in print.

**13. Get releases to trade press:** These advance releases should be sent to the publications read by your customers and prospects. It is necessary to send these out about four months in advance to make certain that they will appear in time for the show. Editorial releases take longer to get into print than ads—after all, you don't pay for these mentions.

**14. Send releases to local newspapers:** Use the same press releases to

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...for groups that demand the finest, 18 hole championship golf course. Olympic Swimming Pool. Many other sports. De Luxe accommodations for 330.

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Opening Winter 1958: the deluxe Ponce de Leon Golf and Motor Lodge, with top facilities and accommodations for 140.

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First Choice for SUCCESSFUL CONVENTIONS

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A DIVISION OF CANADA STEAMSHIP

local newspapers in your home community as well as the one in which the show is held, if it is in another city. Send these releases about 10 days prior to the opening of the trade show.

**15. Provide show management with press releases:** Some show managements have a public relations department or organization working with them on the show. It is essential that you get your story to them so that they can include the material in releases they send out about the show. It may also be desirable to supply the press room with copies (25-50) of your releases so newsmen covering the show can get first-hand information about your exhibit.

## DURING-SHOW CHECK LIST

### Sales Appeals

**16. Build a prospect list:** Rather than leave it to chance and your sales force's asking for a business card from a visitor at your booth, prepared registration cards assure your getting the names. There is less reluctance on the part of a visitor if he finds you're using printed registration cards. Remember to ask for the individual's name, title, company, address and then add the other pertinent information you desire.

**17. Sell shop towels:** Your Industrial Wiping Cloth Co. display has a built-in attention-getter—the scale—so that you can compare ordinary rags with Texel shop towels. Use the cost comparison pads, available without cost, to show prospects how much he really pays for rags and how much he saves by using shop towels.

**18. Have literature handy:** Bring an adequate supply of literature to the show. Industrial Wiping Cloth has an assortment of material available to you, without cost, which will help you sell the prospect.

**19. Provide special service for visitors:** One technique of offering something extra—and certain to build traffic—is to have a bulletin board within your exhibit whereon you can list important messages. This provides an easy way for a visitor to contact another member of his company visiting the show or a friend with a different company. Simple memo pad for the message, name of the person for whom the message is intended on the outside, and the memo pinned to a bulletin board is all that is necessary.

### Show-Area Activity

**20. Little things make booth a home:** Several items are obviously needed, such as seats and coat hangers.

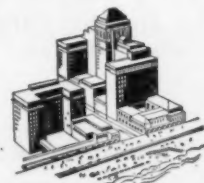
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However, seats should be used *only* when talking to customers or prospects. Otherwise, have your selling force on its feet — or toes. It produces better results at this show. In addition, do not forget to have ash trays and ash stands about as well as a waste paper basket.

**21. Bring office supplies along:** Avoid that last-minute frantic search for a pencil or some paper. Prepare a special office supply kit—in a marked box—and include pencils, labels, pads, cellophane tape, stapler, clips, storage envelopes, and even a typewriter, if necessary.

**22. Include a tool chest, too:** While there are special personnel with the show who are prepared to set up your exhibit or do the wiring, you should be prepared to do many little things yourself and to take care of emergencies. Included in the tool kit should be: hammer, nails, staple gun, screwdriver, rope, string, touch-up paint, nail puller, friction tape, spare light bulbs.

**23. Protection material needed:** Your booth at the exhibit and many of the records (those registration cards, in particular) are exceedingly valuable. While ash trays are provided and precautions taken against fire, it is best to have a small fire extinguisher on hand. In addition, a first aid kit is a handy addition plus a bottle of aspirin—for the visitors and not you or your staff.

**24. Include a telephone at booth:** This basic tool of communication will help you keep in touch with your office. Sometimes it is necessary to check important data with the office for a customer who is at the show. The telephone also helps in getting extra personnel to the booth in a hurry if needed.

**25. Provide name tags for your personnel:** If the show management does not provide name tags—in large type—for your staff at the booth, have these prepared. Some companies use special name tags with the company insignia as well as company name and address. When making your own tags, use a distinctive shape or color so that your staff is easily identified by any visitor to the booth.

**26. Use a shop coat or jacket:** One of the products you undoubtedly offer to your customers are shop jackets. Have your staff wear jackets at the show. Have your company name and insignia clearly imprinted on the back of the jackets. Use a name tag in each so that each staff member has a jacket. Furthermore, select the jackets in advance so that they fit properly.

**27. Bring work clothes along:**



YOU'LL GET

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AT FLORIDA'S

## GREAT CONVENTION CITY

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- ★ Convention Planning "Know How."
- ★ Tropical Resort Relaxation.
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Yes, we counted them—only 58 steps from our 58th St. entrance to your exhibit at the Coliseum.

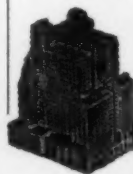
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*Henry Hudson*

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CO 5-6100

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Make certain that some members of your exhibit staff bring work clothing along. Even though there are professional laborers at the show to set up the display and help with the booth, you will find that your own personnel often has to lend a helping hand. At other times, there are jobs they have to do themselves.

### Publicity

**28. Get releases into press room:** Even if you have provided show management with releases prior to the show, check to see that copies of your releases are available in the press room at the show.

**29. Have releases handy at booth:** Keep a supply of press releases handy at your booth just in case any member of the press comes around without one. Have one of your staff assigned to take care of the press—don't have everyone flock about at once. If your entire staff is busy, have the press relations member of your team excuse himself to take care of the press. The prospect will understand; you can't keep the press waiting.

**30: Arrange for photographs:** Have some professional photographs taken of your exhibit at the show. Often there is an official show photographer or you might secure the services of a press photographer. Those pictures taken with that handy 35mm camera by an amateur just won't make the grade when it comes to publication in any magazine or newspaper. Take at least two photographs: one of the booth itself, making certain that everything is orderly and clean, and another photograph with key personnel in action. If you want a picture of everyone standing around—as in those old school pictures—take that as an additional shot. But for publications you need an action picture, not a posed group shot.

## POST-SHOW CHECK LIST

### Sales Appeal

**31. Send thank you notes:** Within a week after the end of the show, send a personalized letter to each customer of yours who visited the booth at the show. Thank him for the opportunity to meet with him, to show him your complete line, and for his past association with you. Tell him that you are looking forward to serving him in the future and that you and your organization are always willing to assist wherever possible. These letters should be sent by the sales manager if he met the customer or signed by the salesman who handles the account.

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Huge salt-water swimming pool...private beach...night club...fully equipped Turkish Bath...complete entertainment program.

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IDEAL

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CITY

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### ✓ CHECK THESE ADVANTAGES, TOO!

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H. J. BURFORD, General Manager  
SOUTHWEST HOTELS, Inc.  
P. O. BOX 389  
LITTLE ROCK, ARKANSAS

**32. Rush follow-up material:** As quickly as possible after the end of the show, preferably within three or four days, send a follow-up letter to all prospects who signed registration cards at the show. Include some promotional literature with the letter, even if the customer took some with him at the show. Also include mention that you will telephone him for an appointment and include a specific date on which the call will be made. This letter should be signed by the salesman who will call.

### Show-Area Activity

**33. Take the essentials along:** Just as the show closes, put registration cards in a separate box and bring them back to the office for immediate action. There is no time to waste in acknowledging customers and prospects.

**34. Pack up the exhibit:** When the show is over, pack the exhibit back into its boxes, secure the shipping labels and arrange with the express company to return the exhibit to Industrial Wiping Cloth Co., Inc., at

Cleburne, Texas. The other material should be packed in boxes and returned to your own office.

### Your Staff

**35. Hold a summary pow-wow:** Analysis of selling effort, sale approach and related factors should be discussed at a group meeting within a week after the show. It is best to do this back at the office. Remember, constructive criticism is fine and so is a pat on the back for the good work done.

### Publicity

**36. Send a report to trade press:** Send photographs taken at the show and some information about what happened to your trade publications. Regional business magazines plus those covering our trade are interested in receiving good releases and photographs. Attach a caption to the photograph. Tell the story in the caption so that if it is used alone, you will still benefit from the publicity.

The End

## Do Your Salesmen "Merchandise" Their Meeting Attendance?

Do you help your salesmen "merchandise" sales-meeting attendance? Here is a simple formula that makes a meeting pay off:

In advance of a meeting, ask each salesman to send in a list of prospects and customers for the products or equipment to be unveiled or discussed thoroughly at your meeting. The list from each salesman should include only those on whom he could call during the week immediately following the meeting.

Prepare a letter on special stationery indicating it is coming from the meeting site. With automatic typewriter (either company owned or at a mailing house) have letters typed for each salesman's signature and addressed to his list.

A sample letter might go something like this:

"Dear Mr. Prospect: I'm now attending the annual sales meeting of the XYZ Company and have just picked up some brand new ideas that could save you about 35% in rejects [or 17% in labor, or turn out diophramers 25% faster]. I'll have all the facts put together for you by the time the meeting breaks on Friday. You can expect me to call next week with some new ideas that may surprise you—at least it has us all at the convention buzzing with excitement."

This sort of note is sure to develop curiosity in Mr. Prospect and insure a full hearing when your salesman calls.

Such an automatically typed letter runs about 15 cents in quantity. If each salesman sent only 10 and makes 10 good sales calls based on the information imparted at the meeting—along with the enthusiasm engendered—the \$1.50 a man spent for this attendance "merchandising" is next to nothing compared to the cost of the meeting itself.

It's what the salesman does immediately after the meeting that sets the pattern for his future operations, and marks the spot where the meeting starts to pay off.

**ideas** / For More  
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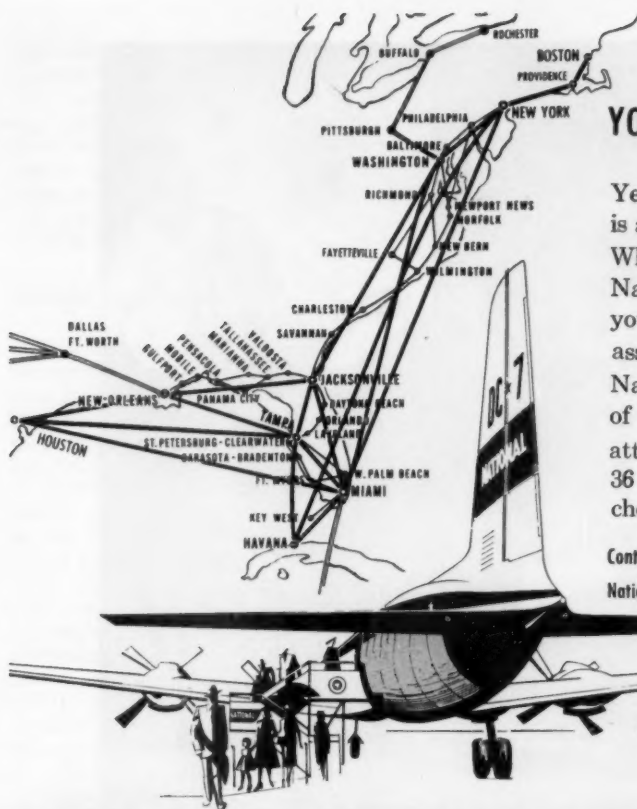
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Years of experience in convention planning is as near as your telephone.

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Contact any National Airlines office or write or wire Convention Manager—National Airlines, Inc. P.O. Box NAL—Miami International Airport, Miami, Fla

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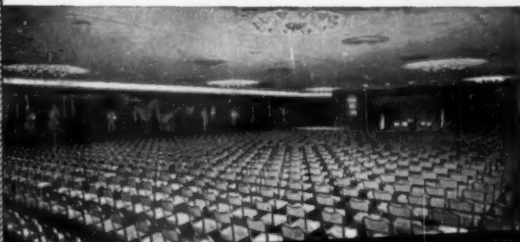
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BRAND  
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100% AIR CONDITIONED



"Robbie" ROBINSON, Exec. V.P. & Gen'l Mgr.  
MILTON E. LEMBERGER, President

For complete information  
WRITE BOB GOCKE,  
Manager, Convention Director  
BEN GOULD  
Executive Director of Sales





JOE IS STUNNED when he sees picture taken during his training period. He thought he had all copies.

## How to Reveal Mistakes Gracefully

With "This Is Your Life" pattern for its script, Glidden points out errors of sales force through its "guest of honor." Company executives join professional actors.

**BY BRUCE STAUDERMAN**

*Director, Radio-TV-Film Dept., Meldrum and Fewsmith, Inc.*

Our problem was to create a sales training skit that was "different" enough to hold the audience's interest. We did not want to give salesmen of The Glidden Co., Cleveland, the impression that we were merely using different slides or charts to re-hash the same sales training story they had heard many times before. Most of all, we wanted to avoid using the usual lecture and slide type of presentation and, at the same time, inject a little humor to hold the audience's atten-

tion and get the sales training message across.

We had less than a month's time to

prepare a script, audition, hire and rehearse actors—not to mention little, but extremely important, details such as tape and slide cueing, lighting and stage crew training.

A "This Is Your Life" format appealed to us but it had one big disadvantage: honored guests on "This Is Your Life" rarely make serious mistakes in their chosen professions. Our "honored guest" had to be an "average Glidden salesman" so we could dramatize his mistakes.

We decided to do a "reverse-switch" on "This Is Your Life" by introducing our honored guest as a "hero,"

### About the Author

Bruce Stauderman spent five years as a free-lance writer and producer for major television and radio networks in New York City, writing and producing such shows as "Captain Video" and "The Big Story" before joining WXEL-TV, Cleveland, in 1951. He joined Meldrum and Fewsmith, Inc., Cleveland advertising agency, in December, 1954, as manager, Television and Radio Dept.



gradually revealing his mistakes, and showing the audience ways in which they could have been avoided. Visiting "guests" would reveal the mistakes by inadvertent slips of the tongue and the honored guest could reveal some of them himself by bringing up subjects which he should have avoided.

### Needed Characters

Now that we had the basic idea, we needed some characters. We knew that John Lathe, Jr., Glidden trade sales field manager, would be an enthusiastic master of ceremonies and could easily "segue" into the skit from his previous talk on sales and distribution. Although he would have one of the largest parts in the skit, he would constantly have the "This Is Your Life" album in his hands and could review the script mounted therein while perusing the album in customary "This Is Your Life" fashion.

We decided to use Donald W. Eugene, national maintenance sales manager, and William D. Kinsell, Jr., merchandising manager, for "straight man" roles where they played themselves because it would be normal for them to appear in any "This Is Your Life" show about a Glidden salesman. For the "guest of honor's wife," we selected a professional actress and four professional actors for the characters who would inject the humor.

For the initial part of the skit, we wanted to give the audience the impression that they were actually watching a "This Is Your Life" show of a real Glidden salesman. Later on, we expected them to catch on and join in the fun.

### Significant Developments

Here is a summary of significant developments in the skit:

Lathe interrupts his talk on sales and distribution by saying, "at this point, before going any further, I have a special announcement to make. Is Joe Moorehead in the audience?"

After considerable encouragement, the actor playing "Joe" comes on stage, is introduced as a "central region salesman" and is informed, "Joe Moorehead, This Is Your Life!"

Then an actor playing "Dr. Robert Diedrickson of International Business Machines" is called on stage to give a "Gobelish" explanation of how Joe was selected as an "average Glidden salesman" by an electronic brain. After the "doctor" exits, Joe's baby picture is shown on the screen fol-



WIFE IS ANNOYED when Joe loses bonus money by failing to recommend the proper paint for one of painting contractor Mike Duggan's jobs. Lathe looks on.



"EXPLAIN THINGS," says paint dealer, Cyrus Flint, pointing out that Joe should have explained to his customer just why Glidden opened up another store nearby.



SKIT ENDS on happy note as Mary Moorehead pledges to help her husband achieve a better record next year. She confessed to encouraging hubby to sleep late.

lowed by photographs of mom and pop with a tape recording conveying their messages.

After a photograph of Joe at the water cooler with a pretty secretary is screened to show "how he helped

now you can **MEET** in Jamaica!

PREMIERE SEASON



COMPLETELY AIR-CONDITIONED

MAMMEE BAY, OCHO RIOS, JAMAICA, B.W.I.

Sam G. Levy, Gen'l Mgr.

Now—for your conference—all the special charm of Jamaica dramatized in one new, complete-in-itself resort hotel—the ARAWAK... designed with meetings in mind! Entirely air-conditioned, with 176 balconied guest rooms; flexible, modern meeting rooms, advanced equipment and convention trained staff; 700-foot Caribbean beach, free form pool, tennis courts, putting greens, yacht anchorage, Freeport Shoppe, fine dining rooms and cocktail lounges; and the spectacular LIMBO ROOM Night Club.

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salesmen, tirelessly, in his early days with The Glidden Co., an actor playing the fictitious Sam Snavelly, head of the Regional Paint Lab, comes on stage. Snavelly tells about the practical joke letters he receives from Joe containing faked complaints. Snavelly believes no one could possibly make the stupid mistakes outlined in Joe's letters. Joe now realizes why he never received answers to the serious letters he sent Snavelly.

### Bride Tells All

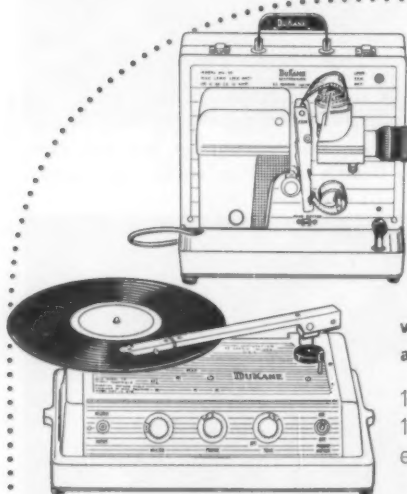
Theme music "Here Comes the Bride" is accompanied by a photograph of Joe and his bride on the screen while "Mary Moorehead" joins the group on stage to tell how she met Joe and what their married life has been like. Although she describes life as being tougher in the early days, "Things are easier now. Joe has his territory so well laid-out that he doesn't have to get up till 8:30 and doesn't have to make any more Saturday demonstrations." Furthermore, she mentions that she'd like to know why Joe's bonus hasn't increased for the past three years.

After Mary's revealing speech, the master of ceremonies tells Joe, "It's time to meet an old friend of yours who was never far from him in the early days and whose curves were built for comfort and for speed." Joe is much relieved (and so is Mary) when a picture of his first company-leased car appears on the screen.

When Don Eugene, Glidden National Maintenance sales manager (playing himself) comes on stage and develops a conversation which leads Joe to explain how he lost a big paint contract because he didn't use the proper demonstration procedure to show painters how to apply the paint. Joe quickly changes the subject and brushes Don aside.

### Sage Advice

Then a photograph of Joe's fictitious branch manager, Charlie Updyke, is screened and Charlie conveys some sage advice such as, "When you have a bear by the tail, you have to go where the bear goes." An actor playing the fictitious bumbling, fumbling painting contractor, Michael Duggan, joins the group on stage. Duggan glowingly describes the wonderful times he's had with Joe, particularly the time that a back plate came off a spray gun Joe was using and caused a purchasing agent to be covered with paint from head to foot.



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Duggan also explains how both he and Joe lost a lot of money because Joe didn't recommend the proper paint for one of Duggan's jobs. An argument ensues between Joe and Mary about how to spend the extra bonus he didn't get.

"Before" and "after" pictures of a hardware store are then shown on the screen to dramatize how Joe got his first full-line dealer account by showing a hardware store owner how to organize promotions. Unfortunately for Joe, the dealer's success went to his head and he went broke.

### Pretty Paint Customer

Joe looks very uncomfortable when a photograph of "Miss Virginia Kimbrough," manager of a department store paint department, appears on the screen. Joe becomes more uncomfortable when Miss Kimbrough talks to him in a less-than-business-like voice and gives him a big kiss via tape recording. Mary becomes even more annoyed when the master of ceremonies tries to explain, "It's all in a day's work."

Then an actor playing the role of fictitious wallpaper and paint store owner, Cyrus Flint, comes on stage to explain that he had become a Glidden dealer after Joe stopped calling on him because he thought he had "plugged away" at Flint long enough. Flint points out that he and Joe had always used a discount sales approach but could never meet his competitors' discounts. He became a Glidden dealer only after a friend of his who owned a paint store pointed out the terrific turnover possibilities of Glidden paints. Joe would have probably sold him by using the turnover approach.

### Congratulatory Letter

W. D. Kinsell, Jr., Glidden merchandising manager (playing himself), then joins the group on stage to read a congratulatory letter from Dwight P. Joyce, president and chairman of the board, The Glidden Co., while Joyce's picture is shown on the screen. Kinsell explains how Joe went all out to sell his dealers on tie-in local advertising and promotion during his early selling days with the company. Joe inadvertently says that he hasn't done anything yet with a more recent promotional aid which everyone in the company has been talking about for a year.

Then I came on stage, playing the part of fictitious full-line Glidden dealer, Harry Ellerbe, one of Joe's

~~21~~ → 25

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best friends in the paint business. Just before the show, Ellerbe was informed by phone that a new Glidden dealer is opening only three miles from his store. Since he is very hurt and angry, he proceeds to tell Joe off, stating, "You're supposed to be pretty much of a hot shot, but when it comes down to the short strokes you're nothing but a goofball." After he stalks angrily off the stage, Joe realizes that he should have told him about the new Glidden dealer going in and *why* the new dealership was being established.

Cyrus Flint then butts in to explain that it's awfully easy for dealers to think only of immediate money going in their cash registers, not the fact that the more dealers there are the greater will be the over-all community impact for Glidden paints and "You've got to explain these facts to dealers very, very carefully."

As Joe starts reviewing his mistakes, Lathe points out that, even with these mistakes, "Joe is still a *better* than average Glidden salesman and that his heart is really in the right place. If there's a moral in this anywhere, it's just that even when we're doing pretty good, there's still a lot we miss." Mary Moorehead then states that a lot of the mistakes Joe has made were her fault because she encouraged his sleeping late in the morning and liked having him home so much. Inasmuch as he has done a terrific job in the past, she believes he can do it again.

### "An Inspiration"

Lathe closes the skit with the statement, "It didn't all turn out the way we thought it would when we started, but whose life does? But Joe Moorehead still wins more rounds than he loses, and his triumphs and tribulations are an inspiration to us all."

Glidden management and regional sales managers who attended the meeting at the Carter Hotel, Cleveland, in August, enjoyed the skit and thought it would be very effective in showing salesmen how they can avoid making costly mistakes when it's presented at future Glidden regional sales meetings in the United States and Canada.

Paul W. Neidhardt, general manager, Trade Sales, says, "Meldrum and Fewsmith started with only an assignment and a blank piece of paper. In less than four weeks skits were written, actors were auditioned and hired, photographs were taken, slides were produced, rehearsals were completed, skits were presented and the audience learned a lot from them."

The End



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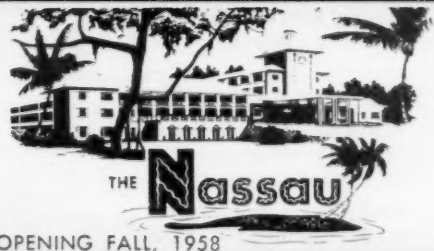
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WELL-PLANNED microphone hook-up can make every man at a meeting a participant.

## What You Should Know About Microphones

Most beautifully produced meeting in the world can be a flop if your audience can't hear the speaker clearly and easily. A faulty or inadequate sound system can result in audience inattention or misunderstanding — both serious handicaps to the success of any meeting.

On the other hand, a powerful, well-designed sound system can carry much of the load of insuring audience attention and participation. The microphone is the basic tool for hitting the audience hard with your message and making them feel it. It's the tool for putting punch into a sales meeting.

Like all good tools, microphones can be used or mis-used. You can't depend completely upon someone else to arrange a sound system to fit your needs. Even if a hotel or auditorium is supplying sound equipment, there is no guarantee that it will be entirely suitable for your purposes.

With sound equipment as with everything else, you must know what you're buying, says Victor Machin, vice president in charge of sales for Shure Brothers, Inc., Evanston, Ill., manufacturers of microphones and electronic components.

This doesn't mean that you must become an expert on public address systems, Machin adds. It means that you should know enough about communications to make sure that you are getting an expert job when you pay for it.

Before approving a site for a sales meeting, check to see what public address facilities are available. If a hotel or auditorium knows in advance what you need and want, it may be able to provide it.

If special conditions dictate the use of a meeting place with rudimentary or inadequate microphone and amplifier facilities, it would be wise to rent extra equipment for your meeting.



UNI-DIRECTIONAL mikes (left) are used singly and bi-directional mike (center) picks up both voices. Omni-directional mikes (right) pick up voices and sounds from all directions.

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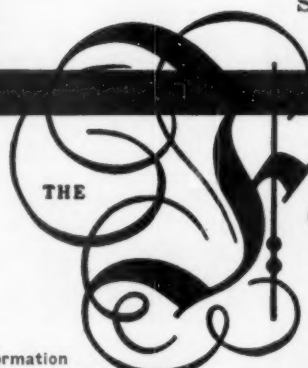
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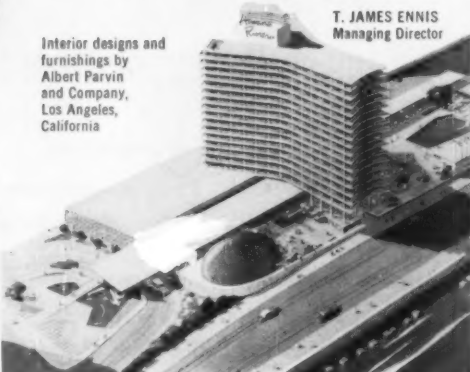
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placement should be a matter of con-  
sultation between the meeting planner  
and the sound engineer, according to  
the Shure executive.

"Many microphones with many  
varied functions are on the market  
today," says Machin. "The only way  
to get a sound system tailored to your  
individual program is to have some  
idea of the capabilities and limitations  
of each microphone."

According to Machin, there are  
five basic microphone set-ups used ex-  
tensively in sales meetings:

### One-Way Communication

1. The microphone at the speaker's  
rostrum. Each speaker steps up and  
takes his turn. This is the simplest  
public address system, but of course  
provides only one-way communication  
from a fixed spot.

2. Microphones set up for two or  
more persons to use during a round-  
table or panel discussion. Lively flow  
of information can get under way as  
ideas are thrown back and forth across  
the table.

3. Movable microphones. Speakers  
using lapel or lavalier microphones  
can walk about on a platform to use  
charts or demonstrate equipment. A  
moving speaker finds it easier to hold  
attention than one rooted to a spot.

4. Microphones set up to permit  
audience participation. With micro-  
phones scattered throughout the audi-  
ence, questions and comments can be  
hurled from the floor and the audience  
becomes directly involved in a presen-  
tation.

5. Microphones arranged to pick  
up dramatic sketches and role-playing  
demonstrations. Such arrangements  
may be quite complex, especially in  
large auditoriums, but often it is well  
worth the trouble to make a strong  
and vivid point.

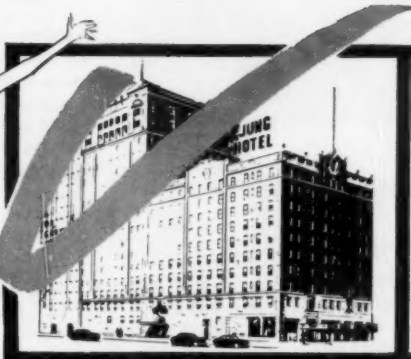
### Varied Arrangements

Different microphones are indicated  
for use in these varied situations. Per-  
haps the most common mistake made  
in sales meetings is attempting to  
make one arrangement serve different  
purposes.

Almost everyone has seen a speaker  
try to move away from a fixed micro-  
phone to demonstrate something, only  
to move back when he discovers he  
can't be heard—then end up pointing  
vaguely at the object. Almost every-  
one has attended at least one meeting



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where questions from the floor were inaudible to most of the audience. The audience begins muttering and moving restlessly, and important points are missed.

It's only human nature not to strain over a long period of time to hear sounds near the threshold of audibility. Audience just gives up listening. That's the reason why a sound system must be more than just adequate—it must compel attention.

### Not Difficult for Layman

Despite the scientific jargon of the audio engineer and the employment of complicated electronic gadgetry, setting up a good public address system is not difficult for the layman. Only way to tell for sure whether a system will do the job you want is to listen to it in a room filled with people. Acoustics of every room are different, and every new placement of microphones and speakers is a new problem. Although there are a few general rules to be followed, the rest is just trial and error.

Art of using the right microphone requires a basic knowledge of what kinds of microphones are available.

In general, microphones are classified according to their "pickup pattern." This "pickup pattern" refers to the main directions from which a microphone will pick up sounds for amplification. There are three broad categories: the uni-directional microphone, which is highly sensitive only in one direction; the bi-directional microphone, which will pick up sounds equally well from front and back; and the omni-directional microphone, with a non-directional circular pickup pattern.

### Mike Can't "Listen"

Reason for these different kinds of microphones is simply that a microphone can't "listen" the way a human can. In a crowded room filled with the babble of many voices, you can focus your attention on one person and make out what he is saying. Your brain automatically filters out unwanted sounds.

A microphone and public address system, on the other hand, will amplify random noises just as much as speech or music, and such sounds can make listening over a loudspeaker unpleasant, difficult—or just plain impossible. In a room, you may be completely unaware of the chiming of a clock, the dull roar of fans or air conditioners, squeaking chairs, shuf-

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fling feet, coughing, or noises from the street. When such sounds are picked up by a microphone and amplified, however, they can be embarrassingly prominent, and actually "mask" those important sounds you want to be heard.

### Problem of "Feedback"

Microphone least likely to pick up random noise or create the technical problem of "feedback" (loud squeals and squawks) is the reliable uni-directional microphone. The uni-directional microphone usually is an automatic choice when a fixed installation is contemplated. Since it is sensitive in only one direction, audience noises are minimized. In addition, it gives the speaker more freedom at the podium. Since it is highly sensitive in one direction, the speaker can stand 72 per cent further away from a uni-directional microphone than from an omni-directional type.

Several uni-directional microphones are indicated for a panel discussion at a long table, and for audience installations. In a sense, the uni-directional microphone is the "workhorse" of the public address system. Literally scores of such microphones can be hooked up to one control panel and switched on at will.

### Advantages

Among the advantages of the uni-directional microphone in such applications are minimized feedback problems, low maintenance cost, and minimum pickup of unwanted noise. Uni-directional microphones have been used in council chambers where each legislator requires an individual microphone, on floor stands and table stands in the audience, and on stages.

While the uni-directional microphone is the workhorse for public address systems, radio communications, tape recording, and many other uses, the slender "omni-directional" microphone is becoming more and more popular.

Omni-directional microphone, often called a "probe mike," is the most versatile instrument available. It can be placed on a table or floor stand, carried about in the hand, or suspended from a lavalier cord around the neck, leaving both hands free for demonstrations.

Popularity of the probe microphone is not altogether deserved. Because it is so slender it hides little of a performer's face, it is often used on television. Many persons just naturally assume that it is the most modern



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sensitive microphone available, in view of its slim, trim lines and its wide-spread use in broadcasting studios.

Truth is that the omni-directional mike can cause needless problems when incorrectly used. Under broadcast studio conditions, such problems can be handled. But few sales meetings are conducted under broadcast studio conditions.

Probe mike is most likely to pick up audience noise and other random sounds, because it is equally sensitive on all sides. It is also most likely to cause feedback. Speaker must stand closer to a probe mike, since it isn't "focused" on him, and this may limit

his movements if the microphone is on a fixed stand.

Probe mike is a specialized instrument which is readily carried around and is ideal when a speaker is moving around, conducting interviews, or using both hands, but it should not be used indiscriminately.

Bi-directional microphone also is a specialized instrument. It is designed primarily for interview and discussion situations, where two persons sit opposite each other and both speak directly into the same microphone.

One of the great advantages of bi-directional and uni-directional microphones with a well-defined pickup

pattern is that the speaker does not have to stand as close to the microphone. Sounds are not fully formed in the mouth. Sound waves require a little space to assume natural characteristics. So when a speaker is too close to a microphone, as he sometimes must be with an omni-directional type, sibilant and guttural sounds may be overemphasized and the true quality of the voice doesn't come through. Ideally, a speaker should be from 15 to 30 inches away from a microphone and his remarks should be directed a little to one side, "past the mike," instead of directly into it.



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### Complicated for Skit

By far your most complicated problem of microphone placement arises when a dramatic skit is to be presented. Often the stage directions call for the participants to move about considerably, and microphones must be set up to pick up voices anywhere on a stage.

Problem can be simplified considerably if the action can be centered around a desk or similar prop. One bi-directional microphone on a table stand can then serve three or four persons, or several uni-directional microphones can be set up at strategic points over the stage.

One solution used at a music theater-in-the-round was to ring the entire stage with uni-directional microphones so that any speaker could aim his voice at one of the microphones at the perimeter. More complex theatrical arrangements have included microphones suspended overhead over the entire stage with a sound engineer on hand to switch on the proper one. Such arrangements are needlessly complex for most industrial meetings, of course, and usually the solution is to arrange a skit so that the area to be covered is more limited.

The more care spent in picking the right microphone for the right purpose, the less your speakers must worry about microphone technique. Even a completely inexperienced speaker can be instructed to stand back and speak normally to the audience, when a good uni-directional microphone is mounted unobtrusively to one side of the rostrum.

The care spent in getting a good sound system might very well be recognized and appreciated by the audience—as well it should be. A slick, professional job will have its "pay-off" effect in greater attention to and retention of your message.

The End





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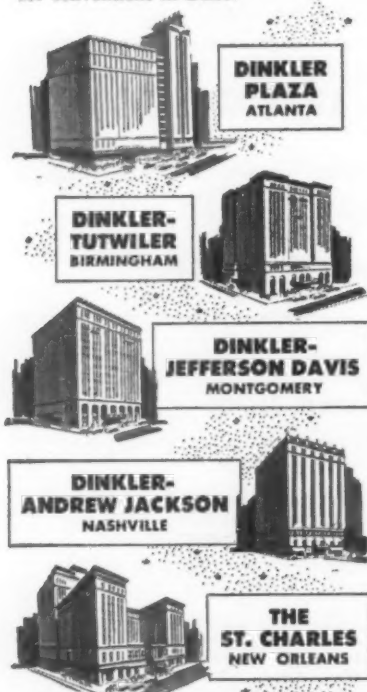
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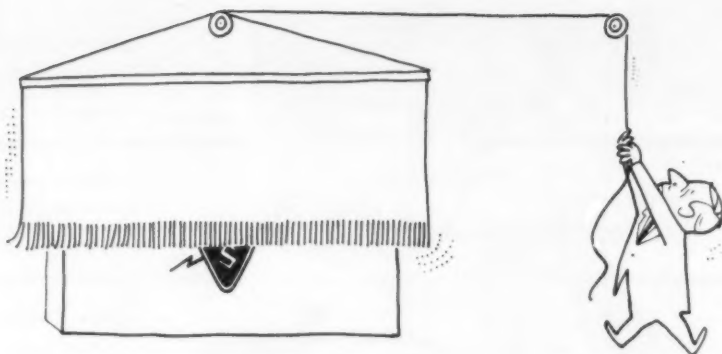
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## Sylvania Gives Tips to "Most Important Element"

Company produces guide for booth personnel. Offers hints on what to do and not do in booth and hospitality suite. Booklet based on vast experience in making shows pay off.

"By far the most important element in a successful exhibit is the people who man the booth," says a new booklet produced by Advertising Dept., Lighting Division, Sylvania Electric Products, Inc.

This booklet, "There's No Business Like Trade Show Business," is devoted to instructing that "most important element" on how to make the most of every exhibiting opportunity. Suggestions in the booklet cover activities before, during and after the show. Pre-show, the booklet suggests:

"Talk up the show to customers and prospects. If they're planning to attend, invite them to visit the Sylvania exhibit. Make it a personal matter. Invite them to meet you at the Sylvania exhibit. If we're going to operate a suite during the show, invite them there, too.

### Assignments

"Before the show opens, there'll probably be many assignments from Salem [home office] which you'll be expected to carry out. Make a real effort at cooperation, knowing—as you will—how much depends on your cooperation. Follow through on these assignments and—when necessary—report back on them."

Sylvania has tips for the salesman who is not scheduled to man the booth, the man who is not going to the show:

"Certainly you'll want to help," the booklet points out. "Because the exhibit is helping Sylvania, boosting our products and—in case after proved case—the boys on the exhibiting line are talking with and helping to sell your own customers and best prospects.

### Sell Show

"So . . . get behind the show. Sell it to your customers and prospects. Urge them to visit the Sylvania exhibit. Let Salem or your district office know who from your territory should be looked up at the show, and just what their interests are.

"Finally, when leads from the show roll in to you, follow them up immediately, and report on them promptly. Any show where Sylvania is exhibiting is your show, too!"

Suggestions on how to greet show visitors, plan for emergencies, get along with other exhibitors, and handle inquiry forms are all covered in this guide to booth manning. The section on operation of a hospitality suite offers these basic guides:

## In Hospitality Suites

1. Hours at which the suite is to be open for receiving guests should be clearly specified.

2. Send out written invitations in advance.

3. Unless it is a "blanket" party, care should be taken in selecting those to be invited.

4. Manning schedule should be carefully worked out—and adhered to.

5. Room should be kept clean at all times.

6. Keep in mind that the suite and its entertainment facilities are being provided for guests—not for Sylvania personnel.

7. Obviously, Sylvania personnel should be moderate in their drinking so that there can be no incidents leading to criticism of the company.

8. Sylvania should remember to converse with guests—not with each other.

9. Sylvania representatives should make a particular effort to get important customers and prospects from their own territories to attend.

10. When a guest—or a guest accompanied by his wife or others—enters the room, walk up and greet him and make introductions to all present in the room.

11. If important guests from other parts of the country are in the room, they should be given the same careful attention by the Sylvania representative as if they were his own customers or prospects.

12. Any important angles resulting from conversation with a customer or prospect should be noted and reported to the district and home offices.

13. Any interest on the part of the prospect should be passed along, at the conclusion of the show, to the proper territory, so the prospect can be followed-up.

14. In the case of extremely important customers or prospects, the person managing the suite should assign someone to invite them to dinner or luncheon—to show them particular attention.

15. Persons not connected with the show should not be invited or brought to the hospitality suite under any circumstances.

16. Authority for stocking the suite with refreshments and replenishing the stock when necessary,

## what's new in exhibits?

**A**NOTHER NEW COMPANY museum has just been opened in the New York Trap Rock Company's new administration building in West Nyack. Featured is a scientifically accurate geological display, including animated models of genuine educational interest.

**I**NSTANTANEOUS AUDIENCE measurement is provided by a new electronic brain known as Arbitron, developed by American Research Bureau. The great "brain" is tied into a visualizing unit comprising the latest exhibit techniques which automatically rates the viewing audience of seven TV channels at any given moment.

**S**IX GRADES OF GAS from a single pump will soon be available at all Sunoco dealers. This tremendously important development in the filling station field is now being vigorously promoted by giant Sun Oil Company with spectacular exhibits in trade shows and expositions over a wide area. The exhibits include animated units which show this remarkable new pump in action.

**A**N UNUSUAL INDUSTRIAL display based upon the historical background of the canning industry will be on view in U. S. Steel's 2000 square foot space at the Atlantic City Cannery Show. It is hard to realize that this tremendous industry started with the hand-soldered "canister" first patented in the U. S. only 130 years ago.

**P**RECISION SCALE MODELS of nuclear and missile projects have become a "must" in today's engineering studies for both peaceful and military developments. The engineers have long since discovered the availability of trained skills in the modern exhibit shop for this highly technical (and sometimes secret) work.

**I**N THE WORDS of Life Magazine, "with appropriate whooshes of oratory from two governors, a mayor and aviation experts, New York dedicated a vast, striking and uniquely efficient Terminal building designed for the jet age," at Idlewild International Airport. The ultimate in functional air terminal design, it could hardly have opened without special decorations by IVEL.

*These are only a few of the new and interesting things being done every day in the year by IVEL's skilled staff. There's never a dull moment here! Whether large or small, try us on your next project.*

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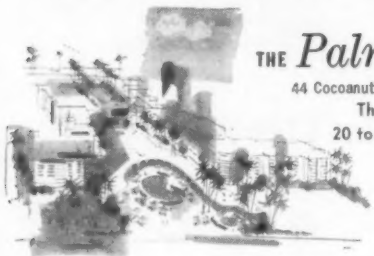
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should be in the hands of one individual. He can delegate this authority when he will be absent from the room. One person should also be responsible for room service, including payment for all charges in connection with maintaining a bar, buffet, cigarettes, keeping room tidy, etc.

Result of years of experience in exhibiting, Sylvania's booklet is often blunt and pointed. "No one in the booth should have the erroneous notion that staffing a booth is either a penalty or a picnic," Sylvania tells its salesmen. "The booth isn't a bull-pen and it isn't a play-pen, either. It's a place where informed enthusiastic, sales-minded personnel can make a succession of vital sales contacts that can be extremely rewarding."

### Greeting Advice

On greeting booth visitors, Sylvania declares: "There are old hands around trade shows who profess to be able to tell from appearance and manner, the difference between prospect possibilities and people who have wandered in out of a duststorm. They're wrong. They can't do it. We can't do it. And it's pretty likely you can't do it either."

"So you'll have to assume that anybody who shows up at your booth—with the exception of babes in arms and elderly gentlemen with two heads—is worth your attention and deserves your help."

Sylvania's booklet is the product of Clifford Durkee who heads the section in the Advertising Dept. that plans exhibits, and J. R. Duffy, assistant advertising manager, who formerly headed the exhibit section.

Says Duffy, "I have long felt that a great deal of sales opportunity is wasted in the operation of product exhibit booths at trade shows and in entertainment suites sometimes connected with trade shows. I have further felt that the failure to capitalize on participation in basically good shows is primarily due to failures on the part of booth personnel. This, in many cases, may be due to lack of training or understanding by the booth personnel, as to what they are expected to do when manning an exhibit booth." The End

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## Illustrate Your Talk With Slides —And in a Matter of Minutes

Do you shy away from slide illustrations for your speeches because of the time involved in preparation? Tired of writing on blackboards?

You can illustrate your next speech or presentation with slides you can make in a few minutes—thanks to a new two-minute slide system perfected by Polaroid Corp., Cambridge, Mass. Using a Polaroid camera, you snap the picture, pull a tab to start development inside the camera and then wait two minutes. Transparency is removed from the back of the camera and placed in compact case called a Dippit for one minute to harden the film. When removed transparency is ready for mounting and immediate projection.

Key to the system is a new film—Polaroid Land Projection Film—fastest film on the market, says Polaroid. Panchromatic film produces almost a grainless image, permitting sharp projection as large as 12 ft. by 12 ft., according to Polaroid.

### Applications Are Many

Applications to the meeting field are many. Polaroid officials tell of a field sales manager for a large packaged food manufacturer who was faced with a sales slump in the Boston area. Manager arrived in Boston about 9 o'clock in the morning. He spent the next five hours inspecting local super markets and studying the displays both his company and the competition were getting. At every store he made transparencies of the exterior and the displays.

When he met with local salesmen that afternoon he had a presentation

based on local conditions at local stores. Point he hammered home was that slides had been made that day and reflected conditions existing at that moment.

### Sales Training

System has proved of value in sales training programs. One instrument manufacturer had slides made of a new product from many angles and then projected them soon after at a sales meeting. Salesmen reported they could see the product much more clearly than in other years when the training engineer had merely held it aloft.

### Exhibit Personnel

Another sales manager stood on the balcony of a Chicago exhibit ballroom and took pictures of his salesmen sprawled out on the leather couches in the company booth. That evening the slides were shown to the assembled salesmen and the manager reports he had a very alert staff for the remainder of the show.

Another company reports the system solved the difficult problem of introducing a new product line with 14 separate components. Original plan was to introduce the product at 136 separate dealer meetings staged by the firm's field force of 25 men. Using two-minute transparency system, the firm made a total of 90 original slides showing product line, how it would be distributed, how it would be priced and other details. Thirteen duplicate sets were made.

Only 13 sets were required because



Snap it . . .



Pull a tab . . .



Lift out transparency



Harden it . . .

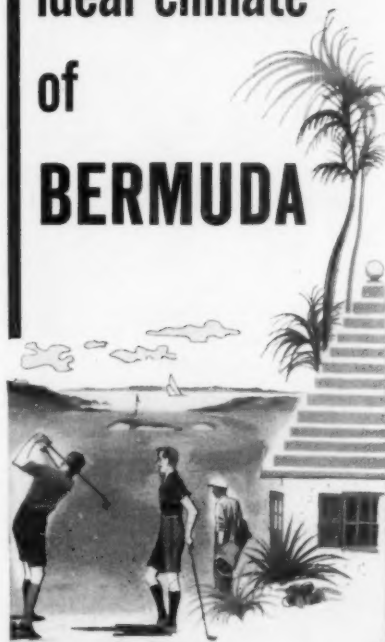


Mount it . . .



Project it

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**PLAN NOW** to hold your next meeting in Bermuda. For more detailed information, write to The Bermuda Trade Development Board, 620 Fifth Avenue, New York 20, New York.

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This kit of five full-color sound-slide-films will help any salesman acquire and use good human relations practices that will unlock doors to more sales. It's flexible, up to date, and suitable for all lines of business.

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**EMPATHY**—how to create the atmosphere favorable to closing the sale.

**RECOGNITION**—how to make the buyer like you and want to do business with you.

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**COMMUNICATION**—how to make sure he understands and believes what you say.

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## A WONDERFUL DESERT OASIS FOR YOUR SALES MEETING...

An ideal resort for small groups in a secluded location just 20 miles from Palm Springs, offering all the attractions of this world famous area, plus the freedom from distractions for your working hours. Swimming, riding, tennis, sunning—several golf courses nearby. Convention Season: November, December, January and April.

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**DIAMOND  
7-4111**

field crew was broken down into pairs. Thoroughly briefed by the home office and armed with the slides, men could cover all facets of the new product. Instead of many men at each meeting to present different aspects of the forthcoming promotion only two were required.

### Local Scenes

To personalize each meeting, shows were scripted to include several slides made in each city on the day of the meeting. Slides of the president of each dealer organization and other local officials were also made and shown. Local scenes gave presentation air of immediacy and generated more interest in the product shots.

### "Shoot" Audience

Speakers should find the slides of value in emphasizing major points—or for dramatic effect as achieved by one speaker. Sales manager used no slides at all during inspirational talk to his sales force. In winding up his speech, he asked, "Who is going to go out and do these things? Let me show you!" An assistant then flashed on the screen a half-dozen slides which had been snapped during the speech. Audience was startled to see pictures of themselves flash across the screen. (Fast Polaroid film makes possible pictures without flash.)

Polaroid offers a Copymaker (\$99.75) for making slides of charts, maps, titles and small objects—anything that will fit into an 11 by 14 inch space. Polaroid camera attaches to copymaker for easy picture taking. Built-in electric lights give uniform lighting. Automatic timing device controls exposure and development time.

### Equipment

Three major pieces of equipment required for making and projecting transparencies—Polaroid camera, projector and copymaker—sell for less than \$300. Two different size slides can be made with the system—the 2¼ by 2¼ inch slide and the 3¼ by 4 inch slides for standard lantern slide projectors.

Company offers a field kit, containing a Dippit, film, plastic mounts and incidental accessory items to adapt its camera for transparencies for \$8. Average cost per slide, says company spokesman, is 55 cents as opposed to \$1.50 to \$2.25 for slides made by con-

ventional methods.

Slides also may be used for copy making and printing.



TRANSFERON negative is removed from "safe" before exposing. This is first step.

## Fast Transparencies

New on the market is Projecto-Printer, which permits on-the-spot preparation of transparencies for use in an overhead projector. Manufactured by Ozalid Div. of General Aniline & Film Corp., Johnson City, N. Y., kit consists of Transferon negatives, negative container, an exposure unit and a processor.

First step for making transparencies from opaque material is to remove Transferon negative from container, or "paper safe," and place face-up against the original. Both original and negative are placed on an air cushion and filter inside the exposure unit. Cover is closed and negative is exposed.

Exposed negative is then placed in the processor with a sheet of Transferon positive film. Unit develops negative and squeezes two films together until image is transferred to the positive. Peel apart and transparency is ready for projection.

Additional equipment is required for making transparencies from translucent materials. Original is exposed against Projecto-Foil film inside the exposure unit and then placed inside a diazo developer cylinder. Cylinder is immersed in diazo developer and emerges ready for projection.

Kit prepares transparencies from a wide variety of materials including the pages of books, without removing or harming them, says company spokesman.

The End

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Delegates attending conventions at The Queen Elizabeth will thoroughly enjoy visiting distinctively different Montreal where British Institutions and French traditions blend in a unique combination. Make your arrangements now! Be among the first in this grand hotel.

Opening Spring, 1958

THE QUEEN ELIZABETH

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Summary of Convention and Meeting Facilities

ROOM	FLOOR	SEATING	DINING	SIZE SQ. FT.
Grand Ballroom*	Lobby	1,350	1,000	8,030
Regency Room*	Lobby	1,000	800	6,510
Roof Garden	15th	500	400	3,374
Cactus Room	21st	300	200	2,640
Danish Room	15th	200	175	1,500
North Room	15th	100	80	900
French Room	Lobby	175	135	2,000
Press Room	7th	150	120	2,100
Directors Room	7th	45	30	700
Parlor A	Mezzanine	150	135	1,290
Parlor B	Mezzanine	40	30	378
Parlor C	Mezzanine	50	40	627
Parlor D	Mezzanine	110	90	957
Parlor E	Mezzanine	25	20	288
Parlor F	Mezzanine	30	25	385
Parlor G	Mezzanine	75	65	682

\*Connecting

Auto Lift: Via Ramp. Blackboards: Portable. Lecterns: Table and Standing types. Complete range of sound and projection equipment, including public address systems.

## HOTEL ADOLPHUS

H. H. "ANDY" ANDERSON, Managing Director Dallas 1, Texas





ALL PROMOTION PIECES are designed with western theme with some featuring "Judge McBeany," Dave McNeely.

## Diary of a Meeting Plan—Western Style

Reveals process of developing a sales meeting. After Helipot Corp. selects a cowboy theme, all plans are woven into the meeting script to embellish it — inexpensively.

For its annual sales meeting, Helipot Corporation, Newport Beach, Cal., hung its hat on a Western theme, handled the production like a De Mille epic, yet accomplished objectives at a surprisingly low cost.

Careful planning, definition of purpose, clear assignment of responsibility, a light heart and a sense of humor have paid off handsomely for Helipot. Its annual sales meetings are successful productions.

Field marshal of the 1957 Helipot sales meeting, which was run like a full-scale military operation, was an outside Napoleon: 220-pound, 6-ft. 3-in. Mike York, Helipot's advertising and sales promotion manager. Working closely with Assistant General Manager Dave McNeely, Sales Manager Karl Heller, and other members of the sales and advertising departments, York joined forces with Helipot's advertising agency, Charles

Bowes Advertising, Los Angeles, to get the show on the road.

What happened is revealed in excerpts from the diary of Don Lea, Bowes account executive assigned to the Helipot account.

*Sept. 14, 1956*—Met with Mike York to talk about 1957 Helipot sales meeting. Mike confirmed choice

of Disneyland Hotel, set up framework schedule for meeting. Dates: Jan. 29—Feb. 1. Reservations made for meeting and conference room, restaurant, 30 hotel rooms, hospitality suite. Invitation list to include Helipot representatives, Beckman key personnel, key personnel from Helipot's headquarters in Newport Beach and from Eastern and Canadian plants. Approximately 150 people. Sixty out-of-towners will stay at the hotel at Helipot expense.

*Oct. 11, 1956*—Sent York a statement of objectives and theme. Objectives: to bring sales representatives together with Helipot's internal sales engineering and manufacturing per-

### Helipot Strives for Fresh Approach

Helipot Corp., a division of Beckman Instruments, Inc., produces a basic line of potentiometers and recently has gone into production of other electronic and electro-mechanical components. Its advertising and public relations program is characterized by a fresh, offbeat approach that pleasantly clothes communication of essential technical information. Helipot applies this new, fresh approach to many areas of operation: international communications, design of new plant and its annual sales meetings.



sonnel; to check reps out on new products, plans, sales objectives, strategy; to pool problems, solutions, information; to gain a spirit of identification and cooperation for a common goal.

Suggested theme: Western (Because Helipot is a Western company and Frontierland is one of the four areas of Disneyland. Because it could be done interestingly and easily. Because it would be fun.)

### Group Identity

Further, it's desirable to have attendees relaxed, dressed comfortably. Western clothes inexpensive—most men have them already—levis, plaid shirts, boots, straw hats, string ties. Also, group costumes give attendees a sense of group identity—very important for a sales meeting.

Western meals—chuckwagon, barbecue, beans—large, simple and satisfying. Decorations and props easy to obtain, cheap and fun. Western theme could easily be woven into all talks, speeches, meetings.

*Oct. 20, 1956*—Folks at Helipot buy Western theme. Tentative schedule and broad assignments set up. Agency to proceed with development of scripts, mailers, props. To send out four teaser mailers, starting Dec. 19, spaced one week apart. Enclosed reply cards will tell us who and how many to expect.

*Nov. 10, 1956*—Decided to proceed with gimmick hats—blue cowboy hats with arrows sticking through crown to echo famous Helipot "Keep Smiling, Have Faith" cartoon—and ordered 10 dozen. Total cost: \$118. All attendees will wear. More group identity.

### Assign Projects

*Dec. 15, 1956*—York assigned specific projects to participants. Special meetings with all key participants will be held next week to organize props, visual aids. Deadline for production script set for Jan. 15.

*Jan. 2, 1957*—Conferences held with York and all participants, covering subjects of their talks and rough outline of approach and props necessary. Now set for production script.

*Jan. 3, 1957*—Arranged to have all expense money for attendees in form of silver dollars (to carry out Western theme). Arranged with



GATHERED 'ROUND the rey-eye are Sales Manager Karl Heller, David McNeely, assistant general manager and Mike York, advertising and sales promotion manager.



TENNIS-SHOED BEAUTIES "trip" the light fantastic during floor show presented on final evening. On workdays these beguiling chorus members are regional sales executives.



BUNCH OF THE BOYS whoopin' it up at the Dry Gulch Saloon, a popular oasis during the sales meeting. Confederate officer is General Manager Don Duncan.

hotel to give silver dollars when making change for attendees.

Checked with county sheriff's office on use of firearms at meeting.

Procedures, forms and limitations taken care of. Hotel notified and agreed.

Final arrangements made with

hotel for specific rooms, props, store-rooms, menus. We're getting close!

*Jan. 18, 1957*—Final organization meeting held. Props, room decorations and arrangements finalized. Production script completed and checked out with all hands.

### Includes Everything

Note on Production Script: This 110-page monster resembles nothing so much as a shooting script for a

feature-length movie. Everything is there. Nothing left to chance. It includes, first, a detailed day-by-day program, breakdown, showing sequence of events, where they are to take place, times, subject matter, groups that are to attend, and speakers or discussion leaders. Major part of the book constitutes a complete "shooting" script for each presentation: scene, time (day, hour, length of time), subject, place, set arrangements, decorations, cast, prop men responsible for each scene, dialogue, and props keyed to dialogue. Many

of the speeches are reproduced verbatim.

### Meticulous Planning

Quite an object. A massive monument of meticulous planning. A combination of master plan for the invasion of Europe and shooting script for a De Mille spectacular. All that remains is to follow it. Props will be secured using script for check list.

*Feb. 1, 1957*—Last day of the four-day meeting. It's been a doozer! There've been general meetings attended by all hands, technical sessions broken into smaller groups for easier communications and discussion, a banquet, cocktail party at the home of Don Duncan, Helipot's young general manager, a guided tour of Helipot's brand new plant for visiting fireman, lunches, laughs, skits, playlets, music, entertainment, a steady round of work and fun from 8 AM until late at night when the last poker game is over.

For the meat part of the meeting, here are some typical subjects covered at presentations, demonstrations and seminars conducted by Helipot key

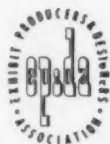


But—good as it was—here's one sales promotion man who's not in the mood to take bows for his company's display. The planning, designing, building, erection and all the other details have taken everything out of him. And the budget! He's way over that and half the bills aren't in yet. Congratulations may be in order but not from the boss.

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Director of Sales

# HOTEL Lucerne

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personnel: research & engineering at Helipot, roundtable on engineering problems, new products, progress toward meeting mil specs, quality control, roundtable on sales problems, sales training, and much much more.

It's been great. I'll be glad when it's over.

### Post-Mortem

*Feb. 22, 1957*—Got together with Dave McNeely, Karl Heller and Mike York for a post-mortem, Feedback from attendees mostly favorable, many enthusiastic. These, and the few adverse reactions, were examined and evaluated for application to future meetings. Mostly, there was agreement that our objectives had been achieved at a reasonable cost.

### Good Feeling

Everyone went home from the meeting with a good feeling about Helipot, with a feeling of all being members of the same team. Helipot personnel and Helipot sales representatives had a chance to get to know each other (many for the first

time) through discussion of common problems. Lots of laughs, lots of fun, but also lots of good work accomplished, in the areas of problem-solving and dissemination of important new technical information. In all, the meeting helped weld together Helipot's internal and external sales organization. Good job, well done.

*Feb. 26, 1957*—Follow-up on Helipot sales meeting. Helipot advertising department has started preparation of abstracts of all important

technical sessions held at the meeting. They'll be mailed out to all who attended.

A souvenir book of photos of the meeting, plus a phonograph record of some of the entertainment, are being prepared and will be ready for distribution in two or three weeks.

First schedule, timetable and tentative program for the 1958 meeting was discussed. York made broad assignments to the agency and his own personnel. *And here we go again!*  
The End



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## Dialogue Role Playing — A Sales Training Tool

Dialogue role playing is a cross between spontaneous role playing and a sales skit. It has the advantages of both but not their disadvantages. It helps create realistic situations.

BY DR. J. W. THOMPSON

If you want to put reality and creativity based upon sound psychological and education learning principles into your sales training program, try dialogue role playing. Concept of role playing, as such, is to create realistic situations involving relations between people, and then have participants play the roles or parts of the individuals in the situations.

Dialogue role playing, however, is a cross between role playing and the well known sales skit idea. Dialogue role playing has the advantages of both of these methods, but does not have their disadvantages. It reduces the problem of horseplay, eliminates the salesman's embarrassment at play acting and saves time. And above all, it isolates and pin points the idea that the sales trainer wants to make.

### Realism Difficult

Generally, sales trainers experience difficulty in developing realistic sales situations for role playing and for the skit type program and, of course, thus have a task to get positive participation. However, both of these hurdles are readily cleared by taking the following four steps and building your sales training program around D.R.P. Sales trainer should use verbatim transcriptions of sales, be a "sales grammarian" and analyze the dialogue, mimeograph the sales situation, and select salesmen to read the dialogue.

What is more realistic than an actual sale taking place between the customer and the salesman? You can move the situation from the field to the classroom by tape recording the sales interviews of your salesmen.

Use a miniature tape recorder so that the customer is unaware that the conversation is being recorded, and then have a secretary make a verbatim transcription of the tape. With this

method we no longer have to depend on "doctored" situations. All too often sales training programs are developed almost exclusively around material that experienced salesmen contribute. And frequently the result is unrealistic programs. Salesmen tend to say how they think the sale should be made, rather than how they actually made various sales. Furthermore, many times what the salesman thinks he said and did during a sale is far apart from what actually transpired.

### Analyze Dialogue

After a representative sample of actual sales has been collected, analyze the dialogue for realistic sales pointers. Select dialogue that represents the use of sales techniques, sales principles, and sales ideas that sell your product or service. It immediately will become apparent that there are a multitude of situations — ranging from the use of subtle sales techniques or principles to overt or "brassy" techniques — which may be uncovered. Don't be surprised either, if entirely new sales ideas pop up as well!

Herein lies a wealth of realistic sales material that can put new life into the training program for new salesmen or, what is perhaps even more effective, the retraining of experienced salesmen. To utilize this technique fully, the sales trainer or sales manager must be a sales grammarian. Being a sales grammarian simply means that the sales trainer or manager must be able to analyze the dialogue and to recognize the various techniques or ideas that exist in the sales talk. Just as a grammarian can analyze an article or letter for correct grammar or the expression of an idea, so should the sales trainer be able to analyze a sales talk for the proper "mix of words" that indicates a sales



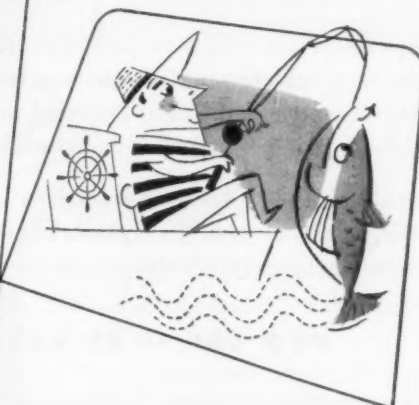
# Convention in Session at *Boca Raton*



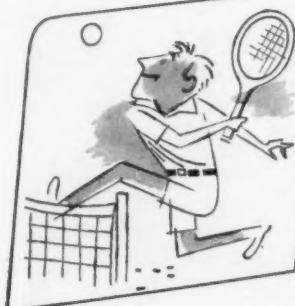
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# *Boca Raton*

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principle, technique, or sales idea.

Next step is to mimeograph or incorporate into the sales manual the various examples of sales dialogue that are selected and supply the trainees with copies. It is a good idea to provide space so that the trainee can "write out" his own dialogue that would illustrate the technique or idea under consideration. Proper selection of examples by the trainer will insure complete coverage of the sales interview. Thus if the trainee writes out his own version of the dialogue for each of the situations, he has, in a

sense, constructed the framework for an entire sale.

### Fruitful Ideas

The write-it-out idea has proven quite fruitful in several sales clinics in which I have participated. In fact, in one such clinic for manufacturer "X," whose salesmen called on dealers and contractors, the salesman wrote-it-out to illustrate the approach under a specific situation. Then three salesmen were selected at random to

read their dialogues. All of the other salesmen agreed that in each instance the dialogue as given by the salesmen was superior to the hypothetical sales talk provided by the manufacturer. And this was for one of the company's most important items.

### Illustrate Points

Let us assume that you have 50 ideas that you want to develop in your training program, and that you have selected verbatim transcriptions that represent the points you want to make. One of the points you wish to illustrate is the nebulous principle of "painting the prospect into the picture." Sales trainer should first explain what this phrase means or give a definition of it. Then he should fully develop and explain the background of the particular case that is to be discussed.

At this point the trainer could use "pure" role playing quite easily and have one trainee play out the role of customer and another trainee play out the role of the salesman. I have used role playing first, then followed up with the dialogue role playing session a few minutes later. If this idea is

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followed it is recommended that the salesmen be told that D.R.P. will follow and that the salesmen are expected to compare the spontaneous situation with that of the tape recorded dialogue. Combination of these two ideas is perhaps best used in the retraining of experienced salesmen rather than for new salesmen.

### Salesmen Ready

Salesmen are ready for dialogue role playing. Following is a verbatim transcription of a salesman utilizing the principle of "painting the prospect into the picture." The salesman in this case is selling a mobile home. The approach phase has been eliminated for the sake of brevity and the scene takes place inside a 10 ft. wide, 45 ft. long mobile home.

Customer: Gosh, there's a lot of room isn't there?

Salesman: Yes, almost everyone seems to comment on the roominess of the 10 ft. wide. (pause) Would you like to sit over here on the studio couch?

Customer: Uh Huh—it is nice.

Salesman: In fact, that will give you a good view of what your guests

would see.\*

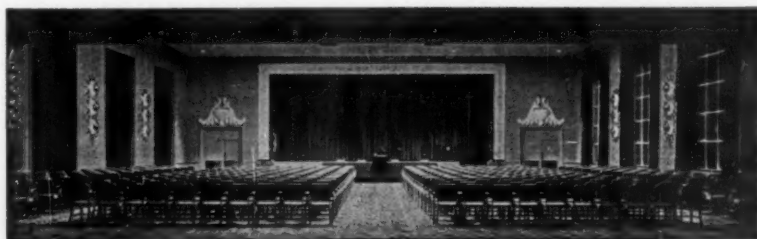
Sales trainer again takes over. After re-explaining the technique in question, he might ask which of the lines actually paint the customer in the picture. A discussion will bring out the technique of causing the customer to see herself using the product in an ideal way or in a pleasurable situation.

Trainer might also ask, "In what

\*Thompson, J. W., *Sales Training Manual*, Mobilehome Dealers National Association, 1957, p. 45.

other ways could the salesman have accomplished this same purpose; what else could he have said." Discussion will be unlimited and the sessions take on a creative atmosphere as the salesman begins to understand that there is no one specific way to utilize the technique, but rather that the dialogue which illustrates the technique is unlimited.

Other major points could be developed from the dialogue. For instance, why does the salesman ask the customer to sit on the studio couch at the front of the mobile home?



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Isn't it unnatural? Again a discussion will bring out that research shows that the majority of "lookers" turn to the right when they enter the unit and thus are in the living room and close to the couch.

Other questions might pertain to motivation. For instance, what was the mental reaction of the customer as she was sitting on the couch? Was the salesman's statement concerning what her guests would see made at the most propitious time? Why or why not? Did the salesman appeal to the buying motive of pride? Aesthetic pleasure?

Many advantages will stem from the D.R.P. technique. Salesmen imagine themselves playing the role whether they are reading the dialogue before the group or merely following along on their own copies. Creativity is high because the trainees develop an understanding of the strategy of selling which encourages them to explore for other possible ways of motivating customers to act. Retention is high for basic education and psychological learning principles are followed. Furthermore, retraining and supervision are facilitated.

Basic framework for creative sales strategy is established by D.R.P. and later, as the salesman are actually selling, the supervisor can pin point problems to be discussed with the salesman—just as they had been pin pointed earlier in the sales training sessions. Thus, the problem of semantics is partially eliminated through the clearer definitions and understanding of the principles of selling developed through D.R.P. And above all, a sales training program built around D.R.P. is "right" because the material came from the salesman — verbatim.

The End

### Dates and Places For Sales Confabs

Regional sales conferences, clinics and rallies under sponsorship of National Sales Executives, Inc., 136 E. 57th St., New York 22, N. Y.

#### JANUARY

- 13 Montreal, Sales Managers Forum
- 17 Los Angeles, Sales Rally
- 20 St. Louis, Clinic

#### FEBRUARY

- 10 Montreal, Sales Managers Forum
- 10 Winnipeg, Sales Rally
- 13 Norfolk, Personal Development Forum
- 17 Detroit, Marketing Seminar

## Low Budget Film with Impact



Runs three minutes, has one scene and one actor, but Pan Am makes strong impression on employees

"Dial S for Service," Pan American World Airways training film proves once again that not all good industrial films need be expensive. Low budget film, produced by Henry Strauss & Company, New York City, has a running time of three minutes and a cast of one. Entire action takes place in a telephone booth with a minimum of dialogue.

### Use Pantomime

Through sharply-pointed use of pantomime film Pan American employees are impressed with the importance of speed and courtesy in handling telephone inquiries. Audience finds itself in the victim's place and can sympathize with his mounting frustration and annoyance as he finds himself abandoned and forgotten at the end of the line.

Film was one of two chosen for showing at Harrogate, the United Kingdom's first festival for the industrial motion picture, as representative of "the advanced work being done in training inside industry by United States companies."

### Sequel Planned

Interesting sidelight, reports Strauss officials, is that actor who plays the lone role in the film has become the prototype for Pan American customers in employees' minds.

Present plans call for a sequel, "Information Please," using the same technique and illustrating a similar situation at a ticket counter. Both films were produced in collaboration with Frank Howe, Pan American's system director of sales and service training.

The End

EVEN WITHOUT A WORD you get the "feel" of frustration from this sequence of pictures from "Dial S for Service."

JANUARY 3, 1958

Announcing  
the new

## CELLOMATIC JUNIOR PROJECTOR

Cellomatic animation  
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Available now for  
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## Eagles Mere

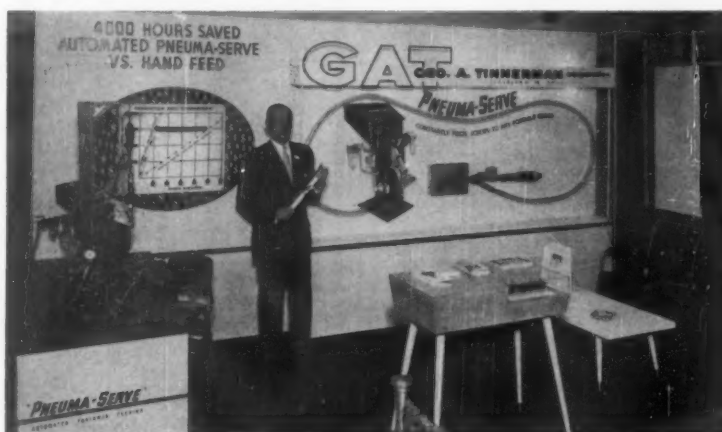
... for informal yet productive meetings of groups up to 400. Secluded, yet easy to reach, this famous resort nestles 2200 feet high in the Allegheny mountains overlooking the Lake of the Eagles in all its scenic splendor. Excellent accommodations, 18 hole golf course, a full program of outdoor fun, gay gatherings in cocktail lounge plus superb meals make every day a success.

Write today for descriptive literature and information...  
Henry E. Kirk, Jr., *Manager*

THE  
**Lakeside**

EAGLES MERE, PENNA.

Season—June to September



## Show's Top Exhibits

Committee of manufacturers who are potential customers of exhibitors judge displays on basis of interest and information they receive on "secret" visitors to booths.

A good exhibit is not hard to recognize say results of an award system recently inaugurated by the Institute of Appliance Manufacturers at its 25th anniversary convention in Cincinnati.

Exhibit committee of six manufacturers—all potential customers of the exhibitors—was chosen to pick the most effective exhibit at the convention. Each member, independent of the others, visited each booth at the show and judged it on its general appearance, neatness, cleanliness and on the interest shown by booth personnel. Committee noted whether they were alert and interested in showing their products without knowing whether or not the booth visitor was interested in making a purchase. "Particular weight was given," says Sam Duncel, IAM managing director, "to animated exhibits since those seemed to be the ones which create the most interest at our meetings."

### No Professionals

None of the judges were professional exhibit men. They represented both large and small manufacturers.

"Surprising thing," says Duncel, "was that there was almost a unanimous vote for the winner—Associated Spring Corp., Bristol, Conn." All six men on the committee voted Associated Spring's exhibit either first or second in the show.

ASC exhibit piled up points for its animated demonstration of the making of springs; for illustrations of the company's service in research, design and engineering; for demonstrations of economies achieved for the customer; and for the effectiveness of the product presentation by booth personnel.

Award was accepted by Harry B. Dauphinais for Associated Spring—a first-time exhibitor.

### Honorable Mention

Honorable mentions went to Geo. A. Tinnerman Corp., Cleveland, Ohio, and Robertshaw-Fulton Controls Company, Greensburg, Pa. Tinnerman exhibit, featuring a portable, power screw driver called "Pneuma-Serve," had the machine in actual demonstration and personnel made on-the-spot demonstrations of the machine's savings in time and money.

Robertshaw-Fulton exhibit attracted attention because of the effective demonstration of the company's



## southwest's best convention package



# Galveston

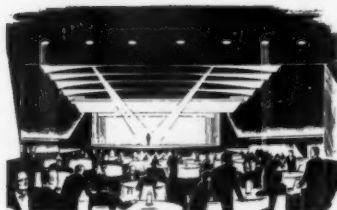
Versatile new convention hall, the Moody Center, flanked on both sides by excellent hotels, the Galvez and Buccaneer, . . . at the heart of Galveston's beach, all three completely air conditioned.



**The Convention Center.** New standards are set by the Moody Convention Center. Every desirable facility has been tested and provided to assure maximum efficiency.

**Exhibit Hall.** 31,000 sq. ft., divisible by folding walls. 200 booths. Auto entrance from street. All utilities, 2,500 sq. ft. lobby and vestibule, check room, drug stores.

**Auditorium.** 19,480 sq. ft., 5 level terraced. Divisible by folding walls. Capacity: meetings — 3,500, banquets — 2,500. 50 exhibit booths. 90' x 50' stage: scenery loft, 7 dressing rooms, theatrical lighting, auto and loading ramp from street. 6 meeting rooms. 4,900 sq. ft. dance floor. Two way escalators. Closed circuit TV, big screen projection, broadcast facilities, projector, public address and tape recorder. Kitchen adjoins auditorium for quick food service.



**Hotel Accommodations.** Immediately next to the Moody Center, the Buccaneer and Galvez Hotels provide excellent accommodations for up to 1,200 delegates. Both hotels have been rehabilitated and refurnished. Completely air conditioned, TV and radios, exceptional food and service are standard features. The Galvez swimming pool is available to guests of both hotels. Total housing on Island for up to 3,000 delegates.



**Factual File Folder.** Comprehensive file folder giving all details, floor plans, etc. of both hotels and the Convention Center gladly sent upon request. Write to Convention Dept., Affiliated National Hotels, P. O. Box 59, Galveston, Texas or call Galveston 5-8536.



TEXAS: Austin — the Stephen F. Austin; Brownwood — the Brownwood; Dallas — the Baker and the Travis; El Paso — the Cortez; Galveston — the Buccaneer, Galvez, Seahorse, Jean Lafitte and Coronado Courts; Laredo — the Plaza; Lubbock — the Lubbock; Martin — the Falls; San Angelo — the Cactus; San Antonio — the Menger and the Angeles Courts.

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ALABAMA: Mobile — the Admiral Semmes; Birmingham — the Thomas Jefferson. WASHINGTON, D. C. — the Washington. INDIANA: Indianapolis — the Claypool. LOUISIANA: New Orleans — the Jung and the De Soto. NEBRASKA: Omaha — the Paxton. NEW MEXICO: Clovis — the Clovis. SOUTH CAROLINA: Columbia — the Wade Hampton. VIRGINIA: Mountain Lake — the Mountain Lake; the Monticello.

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## getting down to business...

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## ST. MORITZ

ON-THE-PARK

50 Central Park South, New York  
Plaza 5-5800

GARRY HIERS, Director of Sales

"Thermal Eye" automatic range top control. Skillet with bacon was put on a burner with the thermostat at the opening of the exhibit each day. Bacon stayed hot, but was not burned or crisp at the end of the day. Another controlled burner heated a pot of chocolate sauce all day without

thickening or scorching.

Awards for the best exhibit at each convention and for the best ads in the *Home Appliance Builder* magazine are to be an annual event, IAM's board of trustees report. Awards for the best ads were also made at the convention. **The End**

## REPRINTS AVAILABLE

Following article reprints are available (some in limited quantities) by sending requests with your remittance to: Readers' Service Dept., Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa.

### How to Be A Clever Conventioneer

Here are 12 "musts" to help you get the most out of any convention you attend.

By E. D. Parrish 10 cents

### Executive Cue Sheet for Planning a Meeting

Here is your guide to elements to consider when you plan any type of meeting.

By Richard Beckhard and Aaron Feinsot 15 cents

### How to Handle "Squares" At Round-Table Discussions

Nothing encourages constructive thinking like a round-table discussion.

By Paul Roberts 15 cents

### 40-Point Check List and Four Rules for Planning a Meeting

By William Rados 10 cents

### Role-Playing: Do-It-Yourself Technique

'Ad lib' script is multi-purpose tool for training meeting.

By Richard Beckhard 10 cents

### Your Planning On-the-Spot Program Change Is Valuable

Flexibility pays dividends for meeting planners who get fast, accurate feedback from their convention groups.

By Hugh A. Gyllenhaal 10 cents

### Now It Can Be Proven: Industrial Show Visitors Buy What They See

By John T. Fosdick 10 cents

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JACK PARKER, Managing Director

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250 rooms • Pool • Private  
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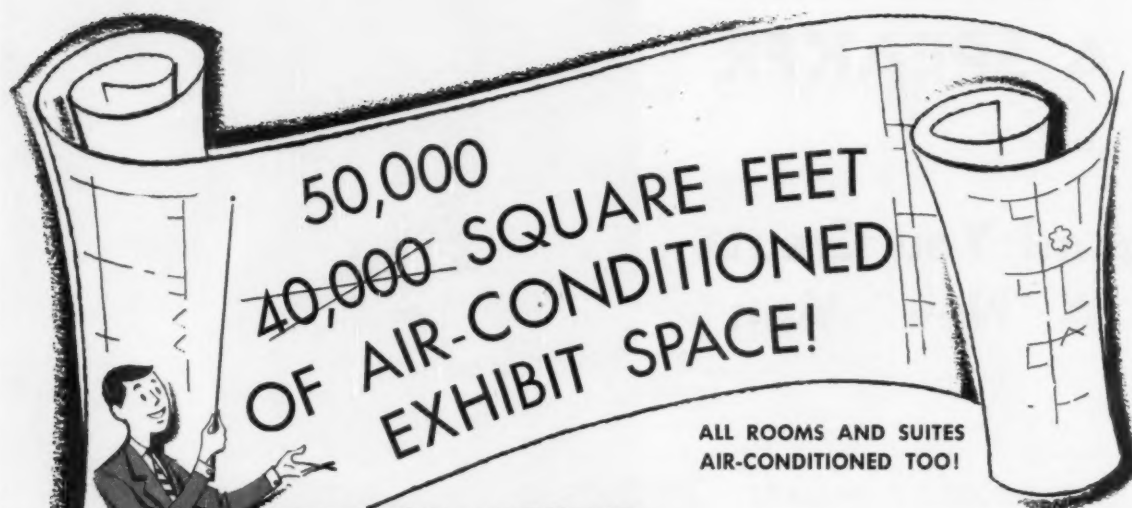
Convention Hall and Meeting  
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**PUT ALL YOUR  
EXHIBITS ON**



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**PUT ALL YOUR  
PEOPLE UNDER**



- 1,501 redecorated rooms, many air-conditioned.
- Radio in every room—TV in many.
- World-famous restaurants: The Porterhouse, offering wonderful steaks—Well of the Sea, seafood flown fresh daily from the principal rivers, lakes, and oceans of the world. And for exceptional food at considerate prices, the smart Celtic Grill and Cocktail Corner are long-time favorites of both Chicagoans and visitors. The Coffee Shop and the Snack Bar provide excellent meals quickly.
- The Sherman is in the heart of Chicago's shopping, theatre, and financial district.
- Drive-right-in convenience—the only hotel in Chicago with on-premise garage facilities. No waiting for busy doormen when you arrive . . . no waiting for delivery when you leave.



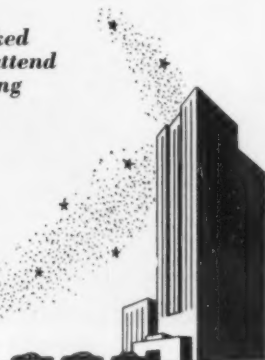
*Danny Amico, Vice President and Director of Sales, backed by highly qualified staff, is on hand day and night to attend to all your convention requirements. For help in planning your next convention, phone, wire or write Danny.*

THE  
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JANUARY 3, 1958





# MAKE HIM A SPEAKER

## And You Create A "New" Man

BY GEORGE P. WALKER

*Manager for Sales Aids  
Industrial Insulations Division  
Johns-Manville Corp.*

"I'm not an orator! I'm not an actor! I was hired as a salesman! I've no time for this stuff!" These thoughts, and a few more less printable, were Smithers' answers to being assigned speaker-responsibility at an approaching annual regional sales meeting.

Though still a young man, Smithers had already completed his 25th year with us. Thoroughly experienced, a particularly well-liked and respected employe, he was none-the-less thrown into a tail-spin when he got word from his regional (district) manager that he "had volunteered" to analyze the region's present posi-

tion and sound out the year ahead, in regard to certain products, at this region's annual meeting. A telegram a day—for four days—refusing the "honor" was ignored by the regional manager. Fifth day, Smithers arrived (500 miles) to "make this thing stick."

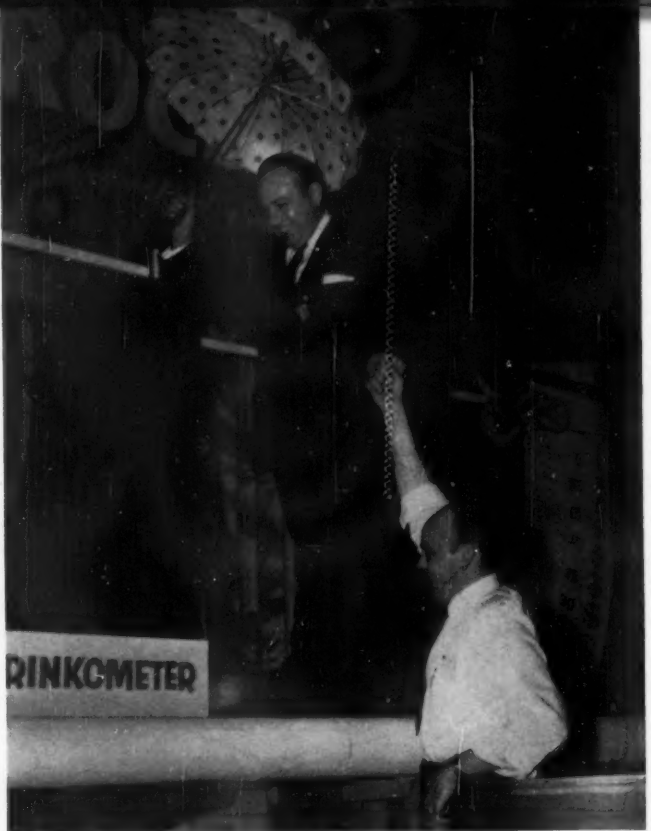
### Product Not New

For the sake of discussion, let's call the product group assigned Smithers "Wic-wacs." This product group was not something new. It has been an important part of our line

for a long time and it represented a sizable portion of this particular region's potential for the coming year.

Smithers argued, "There's no potential for Wic-wacs in my territory! I've never sold any! I don't know anything about them! Heck, I wouldn't recognize one if I saw it!" "—And *that*," replied one of our smartest regional managers, (and long-time close friend of Smithers) "is exactly why *you* have the assignment."

Well, after the smoke cleared away, Smithers resigned himself to his horrible fate and, like the top-grade



WELL-REHEARSED "VOLUNTEERS" soon got into the spirit of things at the first meeting and enthusiastically prove product can be walked upon safely.



QUANTITY AND QUALITY of firm's sales literature is emphasized by stringing it around the room.



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8 meeting rooms or combinations...550 Luxurious  
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Magnificent gardens...additional informality  
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in show business...shopping plaza...located  
in an undisturbed 400 acre estate-setting—  
but just minutes from thoroughbred and  
greyhound racing...Jai Alai...and deep sea  
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ACCOMPLISHED WITH  
SO MUCH PLEASURE**

**SWIM!**...in our colorful outdoor pool or luxurious tropical indoor pool...or (in season) ocean bathing right at our door!



**SKATE!**...on our spacious, colorful, artificial outdoor rink night and day during the winter months.

**RELAX!**...in our modern Health Club under a soothing massage. Ease away unwanted pounds in the steam room.



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**DINE!**...in a choice of distinguished restaurants featuring truly fine food.



**SALES MEETINGS, EXHIBIT SPACE AND BANQUETS? THE TRAYMORE'S FACILITIES ARE UNEXCELLED IN ATLANTIC CITY.**

**For our entire CONVENTION STORY  
please write or phone**

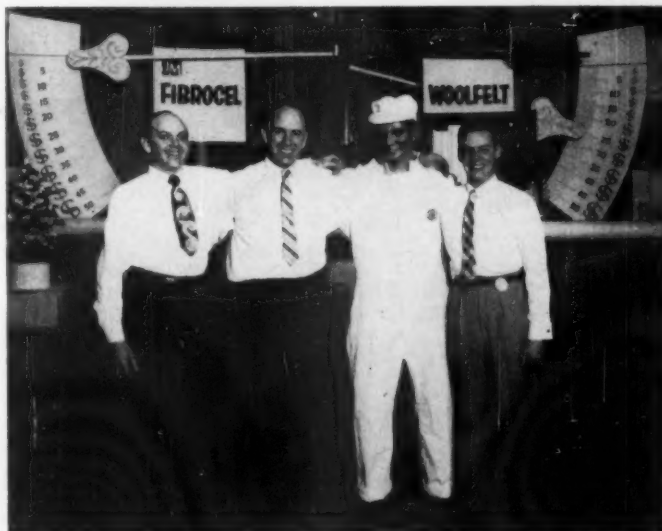
Harold E. Bagg  
Vice Pres. &  
Gen. Mgr.

THE

**Traymore**



Center of the Boardwalk  
**ATLANTIC CITY**  
New Jersey  
Atlantic City 4-3021



FIRST MAJOR EFFORT was largely a do-it-yourself affair for Walker (second from left) and his staff. They wrote the script and designed props for first show.

George Walker's experience with his "volunteer" speakers have been many and varied during the past three years. According to him:

"This whole thing started as a new concept in meetings back in 1955.

"To sell the idea, I had to do it myself. After many minor efforts, the way was cleared for a really good meeting with an all-amateur cast. (We wrote the script and designed our own props.) Tremendously successful, this meeting really launched our idea.

"Some stage frights are severe. One man could eat nothing the day before his presentation. His tense anticipation actually made him ill just before his dress rehearsal. He did a splendid job, however, and is now one of our most progressive planners of group presentations in his territory.

"Cooperation at all meetings has been excellent, but our meeting in May, 1957, at the Santa Barbara Biltmore Hotel, Santa Barbara, Cal., was unquestionably our most successful effort. The way those West Coast territorial salesmen threw themselves into this project was unbelievable.

"One of them, due to the very excellent showing he made at this meeting, has been promoted to management responsibility at division headquarters.

"Nobody is immune to our 'draft'. We even go to work on vice-presidents. Some seem to enjoy it and they all do a wonderful job.

"We were worried at first about cooperation from old-timers. One case-hardened veteran salesman—native New Englander with 24 years service—was just the type, I was continually being warned, who would simply laugh off this whole idea. He did a terrific job!"

man he was, decided to do the best job possible.

Fact was that Smithers' protestations all sprang from his fear of making a "speech" before a group. Straight individual selling was his long suit. Anything that verged upon mounting a platform practically sickened him.

It is now late afternoon of the day before our two-day regional sales

meeting. I am seated in the cavernously empty ballroom of a well-known hotel. My two assistants are backstage. The regional manager and his assistant sit beside me. There is no one else in the room. This is our "dress" (and only) rehearsal.

A figure enters the room; there is something odd about it. It emits a soft greenish glow. It is Smithers. He carries his notes in his hands. They



**Conventions  
that go over  
BIG ...**

**go overseas!**

How often have you heard or said to yourself, "Boy! how I hate the idea of another convention in the Concrete Jungle!" But if you think that no place can please everybody—just wait until you announce one in Bermuda, Nassau, Hawaii or farther afield.

Not only does an overseas convention please everybody, but it gives your company prestige. And consulting Pan Am will insure your picking the right place at the right time. Your Pan American representative will advise you regarding hotels, local arrangements, special events—even show you movies of the place you pick. The cost? Often less than many ordinary gatherings in crowded domestic cities.

You have dozens of inviting places to choose from that are very close to home by Clipper\*. And Pan Am's experience in 30 years of overseas flying is proof positive that you'll have every service and consideration you might wish. Call your Travel Agent or write: *Henry Beardsley, Pan American, P. O. Box 1790, New York 17, N. Y.*

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**PAN AMERICAN**  
WORLD'S MOST EXPERIENCED AIRLINE

will do him no good. At the rate they are vibrating, no one could read them. We "carry" him forward, place him at the lectern and the rehearsal begins.

### Post Mortem

It is now late afternoon of the second and final day of our regional sales meeting. The meeting is over. I am seated in the empty ballroom. My two assistants are backstage. The regional manager and his assistant sit

beside me. There is no one else in the room. This is our first (of many) post mortem.

A figure enters the room. It is Smithers. He carries many papers in a hand of iron. He strides forward to confront his regional manager.

Smithers: "Ed, it is obvious that we must do something concrete if we are going to push our Wic-wacs. Why, some of the boys tell me they have been selling 'Wic-wacs to X Company and Y Company. Do you realize that I have the same businesses in my territory! Now, I've got

a plan. Why don't we start with a series of small group meetings for architects and engineers to wrap up the specifications end and then we can go all out with these industrials?"

### What Happened?

What hit Smithers? Was it this information he got from his fellow salesmen about companies, similar to some in his territory, buying Wic-wacs? No, not really—although it was part of the pattern. After all, Smithers had been getting "word from the boys" for years and he had never been aroused about Wic-wacs before.

Was Smithers' sudden discovery, that speaking from a platform was not a fatal matter, behind this complete reversal on Wic-wacs? No, although this too played a part.

Well, what *did* hit Smithers? Answer, in itself a riddle, is: Smithers did!

You will recall that Smithers:

1. Had never sold any Wic-wacs;
2. Believed he had no potential for Wic-wac sales in his territory;
3. Knew nothing about Wic-wacs, wouldn't recognize them on sight;

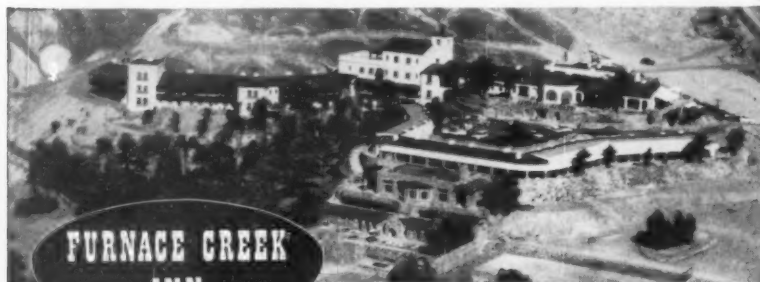
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Meet at the center of the "most interesting hundred mile square in America" and enjoy the matchless accommodations of one of the world's most charming hotels. La Fonda provides a unique background

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and sightseeing trips. Furnace Creek Inn can accommodate groups up to 175 during November, December and January. Smaller conferences November 1 to May 1.

### DISTINGUISHED ACCOMMODATIONS AMID SCENIC SPLENDOR

**La Fonda, Santa Fe, N. M.** Accommodations for groups up to 300 after Labor Day to June 30. Write Manager H. G. Parker. Phone: 3-5511, Teletype: SANTA FE, N. M. 5861.

**Alvarado Hotel, Albuquerque, N. M.** Accommodations for groups up to 150 all year. Write Manager, Raymond W. Williams. Phone: 3-5571, Teletype: AQ 62.

**Furnace Creek Inn, Death Valley National Monument, California.** Accommodations for groups up to 175 November 1 to May 1. Write Manager, Fred W. Witteborg,

or Fred Harvey Reservations Office, 530 W. 6th Street, Los Angeles 14, California. Phone: TRinity 8048, Teletype: LA 1465.

**El Tovar Hotel, Bright Angel Lodge, Grand Canyon National Park, Arizona.** Accommodations for groups up to 200 October 1 to April 30. Write Manager, William W. Wallace. Phone: Grand Canyon 46, Teletype: GRAND CANYON 3661.

Or contact Fred Harvey, 80 E. Jackson Blvd., Chicago. Phone: HArrison 7-3489, Teletype: CG 2462



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**Atlanta Biltmore**

WHERE SOUTHERN HOSPITALITY FLOWS

4. Was frightened silly at the thought of addressing a group.

Obviously, we had to find a "key" to this situation. We found one; but in finding it, we now realize we have uncovered a tremendous force for development and growth of salesmen and salesmen-in-training. Probably even more important is our further discovery that our "key" provides a perfect method of training our sales personnel for *higher level management responsibilities*.

### Two Basic Moves

Our key comprises two basic moves. They are:

1. Assign responsibility for analyzing the region's future at sales meetings, by product group, to *territorial salesmen* (rather than regional or headquarters staff managers.)

2. Intensively assist and support the territorial salesman to develop his assigned project.

First half of our key speaks for itself. "Smithers" is an *actual* case. At the same time, he represents a composite of the reactions we have encountered among all of our salesmen.

Second half of our key is the truly

tough part. This is the *how*, the really essential step of our entire effort.

Our regional sales meetings are attended by all regional management and all salesmen whose territories fall within this region. Also, attending would be certain headquarters people and, perhaps, an observer-guest or two from neighboring regions.

A program will have been developed, concentrating upon possible soft spots in the region's operation, new product lines, plus headquarters and regional policy changes or reemphasis.

With the date set, the program

reasonably well established and everyone invited, we now assign our salesmen-speakers.

### Reasons for Assignment

A salesman is assigned a given subject for a variety of reasons. Perhaps, like Smithers, he is unfamiliar with the product and its markets and unconvinced that he *can* sell it. If so, he is an ideal case whereby the following-through with this assignment will open his eyes to the opportunities



the tip of  
Long Island ...  
tops for conventions

## Montauk Manor

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- NEW YORK'S FINEST OCEANSIDE RESORT
- "30 MINUTES BY AIR" FROM NYC

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President

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R. C. Rolwing has been a dynamic influence in the music industry of the United States and the entire world since 1934 when he joined Wurlitzer. He became president of the company in 1941, and guided it to its present position of leadership as the largest manufacturer of musical instruments in the world. His outstanding career has received the accolades of civic, business and governmental groups alike.

In 1957, The Wurlitzer Company held the annual sales meeting of its Automatic Phonograph Division, at the HOLLYWOOD BEACH HOTEL.



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*Louisiana's Largest and Finest*

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BATON ROUGE, LOUISIANA

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Caribbean Room—seats 550  
Continental Room—seats 300  
Audubon Room—seats 100  
Planter's Lounge—seats 100  
(organ music evenings)  
Acadian Room—seats 60  
Cafe Rouge—seats 50  
Coral Room—seats 35

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Parties—25 to 800 guests  
Belmont Restaurant—Excellent Cuisine  
New 24-hour Coffee Shop

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18-hole golf  
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Pan American Suite with  
private swimming pool  
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Easo Suite  
Governor's Suite  
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This large 75' filtered pool is a vacation spot enjoyed by many travelers coming to Baton Rouge, Louisiana. Flanked on each side by large coccol palm trees, the pool and its patio present a tropical atmosphere of unusual delight.

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## YOU ARE SO RIGHT—

... we admit the necessity ... and have done something about it to keep in step with our continued program of expansion and improvement. You will now enjoy the added comfort of air conditioned guest rooms.

The popularity of the Palm Beach Biltmore as a convention and sales conference site has extended our previously normal operating season to accommodate those organizations requiring the finest of facilities and services. The proof of the pudding is evident in the repeat visits of those who realize the value of experienced personnel, coordinated effort, and sincerity of performance.

Before planning too far in advance for your meeting, why not drop a line, phone, or wire L. E. Ames, Director of Sales, for a complete proposal and detailed information ... or may we send you our color narrated film?

## PALM BEACH BILTMORE HOTEL

## HOLD YOUR NEXT CONVENTION AFLOAT



For your next national, regional or district convention, sales meeting or group get-together, you can't pick a better meeting place than one of these big Great Lakes cruise ships—the SS NORTH AMERICAN or the SS SOUTH AMERICAN. Let us tell you why.

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around him and he will educate, at the very least, himself on how to exploit them.

We have often assigned a subject to a particular salesman simply because his personal success on this subject had been so outstanding as to guarantee close attention and a high retention factor on the part of his listeners.

## Assign a Team

We have assigned two salesmen to operate as a team in the handling of one subject. We have done this when there appeared to be two (or more) parts to the sales story.

When we have more salesmen than program subjects, (and this is usually the case) we concentrate upon the man who could use some practice in public speaking.

For a two-day meeting, we will have about 10 to 15 subject speakers. Each presentation will run from 30 minutes to one hour. We usually allow each subject 45 minutes.

At this point, our prearranged plan to "intensively assist and support the territorial salesman in the development of his assigned subject" goes into action. The unhappy "volunteer" is invited to the regional headquarters office for a conference. Attending this first conference will be the regional manager and/or his assistant and myself.

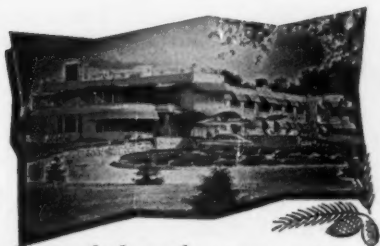
We first carefully explore, in regard to this assignment, the general objectives of the meeting. We then make certain that there is no misunderstanding as to scope of subject assigned.

## Rough Notes

By this time our man, who had entered the room feeling already very low, is crawling on the floor. Since first hearing about this assignment, he has made some rough notes. He has them with him and he is looking forward to the opportunity of showing that he knows a thing or two. These guys have asked for it and he's just going to tell them why we can't sell more Wic-wacs—why we never will—why the competition has us boxed in and why the d—d management should get off its ditty boxes and quit trying to hamstring the poor salesmen.

## Sunday Punch

Right here is where the regional manager, his assistant or myself have



Let us help make your next sales meeting the best one yet — at **WORLD-RENOWNED**

**Northernaire**  
THREE LAKES, WISCONSIN.

In the land of Hiawatha on a chain of 27 pine-rimmed lakes — incomparable conference facilities plus golf, indoor pool, health baths, floor shows, dancing and fishing. Sold out June, July, August and September. Some desirable October dates available during the gorgeous Fall color season. Open year 'round.

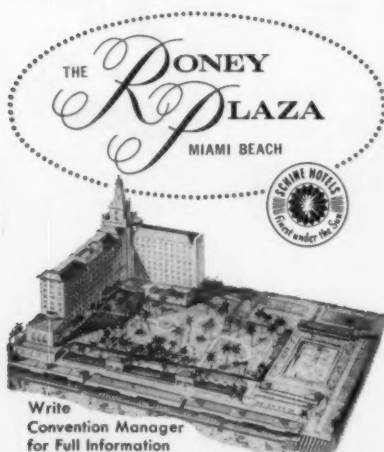
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Three Lakes, Wisconsin  
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- Cabanas • Tennis Courts
- Putting Greens • Golf Facilities
- Excellent Convention Staff



ON THE OCEAN AT 23rd ST., MIAMI BEACH

JANUARY 3, 1958

to let go the Sunday punch. I have heard it worded many ways. I have worded it differently every time I have used it. Here it is (spoken to the salesman):

"There is no man in business that does not believe himself to possess management ability. There is no man that does not remind himself that if given a fair chance and the proper support, he could handle a management job. Within reason, this is absolutely true.

### Manager-for-a-Day

"Here is your chance! You are invited, in respect to a certain group of products, to be *Manager-for-a-day*. Your salesmen attending this meeting will be looking to you for inspiration.

"Your objective is very clear. What can you tell your salesmen that they can use the next day to increase their sales? Don't forget, too, that every dollar of sales made pays you a percentage.

"Remember that as *manager* you are, even more than your salesmen, aware of apparent company policy inconsistencies, product discrepancies and gains of competition. You cannot help your men to increase their sales by reminding them of their gripes and fears.

"What can you do for these men who are going to plan a year's effort around your words?

"Well, Mr. Manager?"

### Wonderful Thing

At this point, and I have seen it scores of times, a wonderful thing happens. Our salesman, who has been completely silent, either crumples up the rough notes before him or, without comment, puts them away.

Invariably the first suggestion from our speaker is that he canvas all salesmen in the region in regard to successful selling methods and types of prospects and advise the meeting of his findings. If we could achieve no more than this with each subject, we would be delighted. What company can say that all of its salesmen are fully advised of the successful approaches of their brothers?

We are happy to say that of dozens of salesmen approached in this manner, none has failed us. Almost without exception, original thinking of a very high order has been introduced. Considerable regional policy has been altered or added to through suggestions from our salesmen-managers-for-a-day who ordinarily would never have been consulted. As you have

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to make your  
**SALES MEETINGS**  
more effective!



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**written** by the trainers of sales managers for Swift, Hotpoint, Campbell Soups, Coca-Cola.

**acclaimed** at the 1957 NSE National Convention in Los Angeles, Calif.

**designed** to make your next sales meeting the best you've ever held.

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or

## SALES MEETING

in

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ATLANTIC CITY

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400 spacious rooms, each with tub and shower, fresh and sea water—splendid meals—health baths—music for dancing twice daily.

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Vice President & General Manager

**ADA TAYLOR**  
Director of Sales

**L. F. FITZPATRICK**  
Sales Manager

Telephone Atlantic City 8-1271

THE SKYSCRAPER

BY THE SEA

probably guessed by now, *this* is what hit Smithers.

### Bloodbath

We continue now with the conference. We all know what we are trying to do. The salesman is not the only one with some rough notes. We bring out ours and for *four or five hours* the darndest bloodbath takes place that you've ever dreamed of.

We all make suggestions. The salesman, now determined to make a strong showing, makes copious notes and has many suggestions of his own.

This first conference is a major step in our plan to "assist and support" the salesman. Your salesmen must be consulted *one at a time*. Do not do it alone. This is, of course, a form of brainstorming and if your man is slow to react, you will require at least one other person to carry the conversation.

### Applaud Efforts

Entire tone of this first conference must be on the positive side. Applaud his efforts, however humble.

You *must*, by the close of this conference, convince him that *you are certain* he is on the right track.

In concluding the conference, the regional manager, (allowing about three weeks,) suggests the salesman write out a rough copy of his talk and send it to him for comments. Beware of "outlines"! Nine times out of 10, your salesman will say: "You don't

want a verbatim copy? I'll send you a good complete outline. That's all I'd use on the platform anyway!"

Everytime we have accepted an outline, we have gotten the same thing: a cold statement of things *to do* but no record of things *done*.

### Indicate Satisfaction

Comments on the salesman's rough draft by our regional manager, developed in consultation, will be brief and to the point but absolutely *must* indicate, first of all, pride and satisfaction with this man's effort. Strong impression should be communicated that he has done a splendid job and that, with these few "minor" changes, he is thoroughly well set for the meeting.

Rough draft of each man's talk serves another very important purpose. It makes possible the design of props. You will be in serious trouble if you ask each man what he wants. It is a rare salesman indeed that has any concept of prop cost, complexities of staging and lighting or projection requirements. For a person with experience, it is a relatively simple matter to take the rough draft of a talk and establish reasonably colorful and effective prop requirements. You will need such a person in setting up your meeting.

### Stage Management

You *cannot* have a successful meeting if your speakers are not clearly



"Barnes, I want you to address our sales convention this year."





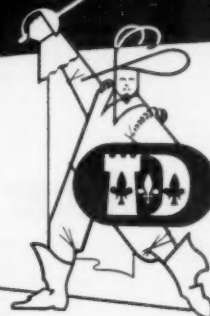
**It was our decision to make first...**and so we worked with top designers, planners and architects toward the construction of the World's most fabulous Convention-Resort Hotel.

**The result is a magnificent tribute** to the importance and stature of Convention business in the hotel field... \$20,000,000 of matchless accommodations, public rooms, meeting and exhibition space... the most complete, most spacious convention facilities ever offered under one roof!

**The statistics about the DEAUVILLE** are startling\*... the staff—the finest in the field—selected on the basis of their successful convention experience... the service personnel that will supervise your personal comfort and entertainment has been hand-picked...

**So, in the final summation,** the prime consideration is the DEAUVILLE's deliberate concentration on conventions... our planning, our facilities, our staff—all dedicated and Projectioneered for your Convention!

**Now, in your Moment of Decision**—won't you pause long enough to write to us for complete information, floor plans, special data? No matter how large or small your group, nor how budgeted, your convention belongs at the DEAUVILLE... and after you have studied our detailed Convention Brochure, we know your decision will be—**DEAUVILLE!**



**\*UNMATCHED CONVENTION FACILITIES PLUS FABULOUS VACATION PLEASURES**

Mammoth Auditorium—21,000 square feet—Seating 3,500 persons, with Banquet accommodations for 2,500 • Exhibition area—35,000 square feet • Special hydraulic lift for heavy exhibits • 12 other Meeting Rooms • Committee, Press and Work Rooms • "Know-how" of a fully experienced staff • 600 guest rooms, each with 21" TV, radio, ice water • 50 palatial suites • 2 swimming pools • 2 blocks private ocean beach 9-hole short golf course • Indoor Ice Skating Rink • 4 festive dining areas • 2 dazzling night clubs • Big-name entertainers • Pleasure-planned programs round-the-clock •  
**Air-conditioning throughout, of course**

THE

**DEAUVILLE HOTEL**



**Write, wire or phone  
DICK ELTERMAN  
Director of Sales**

**ON THE OCEAN AT 67th STREET • MIAMI BEACH, FLORIDA**

heard, if your props cannot be seen or if your audience is continually preoccupied and annoyed by uncomfortable facilities and bad program timing. You must have an *experienced* stage manager.

#### "Producer" Named

We first establish a "producer" or general manager for the meeting in question, usually myself. Two additional stage managers from local personnel are then appointed. They are

usually salesmen-in-training or any other reliable energetic men.

#### Assume Responsibility

Total program is divided between these two assistant stage managers. They assume full responsibility for speakers assigned to them. Speakers, for obvious reasons, are assigned on an alternating basis. These assistant stage managers first enter our "assist and support" sequence when we examine our rough drafts to decide

upon props.

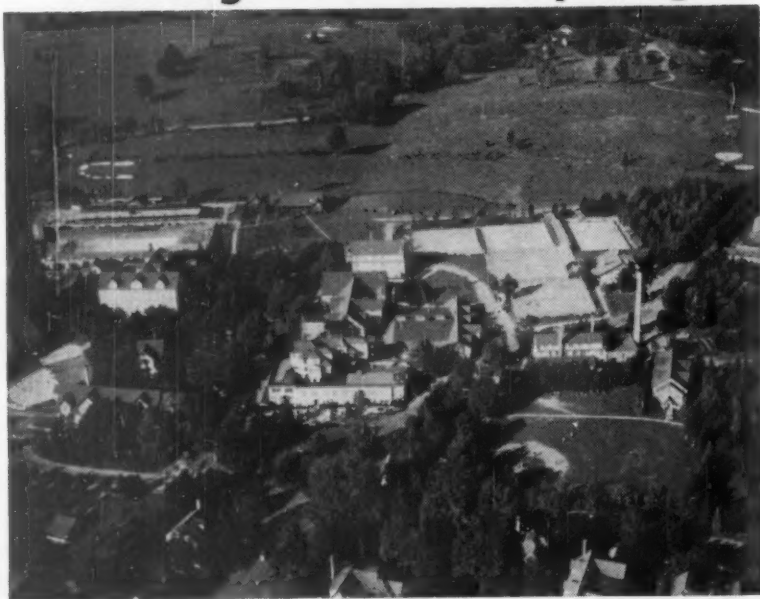
Our assistant stage manager, for each of his own speakers, makes complete and accurate notes of the following:

1. P A system requirements
2. Lighting requirements
3. Size and text of placards required
4. Size and text of slides required
5. Availability of material samples, mock-ups and any other special prop requirements
6. Such instructions as the general stage manager or regional manager may issue regarding placing of orders to produce the above

#### Notify Speakers

As soon as all speaker-stage manager combinations have been agreed upon, we issue a notice to our speakers advising them of the availability and identity of their own personal stage managers. They are also advised of the fact that their stage managers will take complete charge of any and all of their physical requirements in connection with the meeting. They are encouraged to communicate with them on any detail whatsoever. These

## Grossinger's Has Everything!



Yes, Grossinger's has everything to help make sure that your convention is a very successful one. Here in pleasant country atmosphere, you'll find every facility necessary to run your convention efficiently and smoothly. Furthermore, you'll enjoy the great advantage of having a captive audience. Here are some of the national conventions that have been held at Grossinger's this year:

Meeting  
rooms for  
from 10  
to 1000

- EQUITABLE LIFE ASSURANCE SOCIETY
- GENERAL ELECTRIC
- METROPOLITAN LIFE INSURANCE CO.
- NATIONAL ASSOCIATION OF COUNTY OFFICERS
- NATIONAL ASSOCIATION OF LEATHER AND LEATHER GOODS DEALERS
- NECCHI SEWING MACHINE CO.
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- RCA VICTOR
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# GROSSINGER'S

GROSSINGER, N. Y.



For information, write or call IRVING SILVERMAN, Sales Manager  
GROSSINGER'S NEW YORK OFFICE: 221 WEST 57TH STREET Circle 7-4915

## Personal:

This is the touch with which every sales meeting is handled at the Crown. Whatever size group—you will meet in privacy under ideal conditions and enjoy the finest international cuisine, prepared and served with "V.I.P.-Care."

Ballroom seats 1200—  
banquets 1000. 8 additional  
meeting rooms of varying sizes.

Write: Jerry Sussman for details  
on "The Personal Touch"



A Full Oceanfront Block 40th - 41st Streets  
Miami Beach, Florida

stage manager assignments, in addition to filling a very tangible need, do wonders in bolstering the morale of speakers.

Here is a quick review of our progress thus far in preparing for our sales meeting. We have:

1. Established the program and assigned subject speakers.
  2. Held initial conferences with speakers.
  3. Received rough drafts and offered comments.
  4. Assigned stage managers and designed (and ordered) props.
- We have now but two remaining steps. They are:
5. Dress rehearsals.
  6. The meeting itself.

## Two Contacts

We have so far had but two contacts with each individual speaker. The first was the half-day for our initial conference and the second was when we replied with comments to the rough draft of his talk. This dress rehearsal is only our second personal contact and is, of course, our last chance.

## CONVENTIONS

Get More Done  
Have More Fun

at the CONCORD Hotel

This beautiful resort hotel, just a 90 minute drive from New York City, offers every resort and convention facility right on the premises. No longer need your meetings scatter all over town, for the Concord Hotel can luxuriously accommodate more than 1400 persons, and handle meetings as large as 1500. Many large "hospitality suites" are available, too. There are two great golf courses under the direction of Jimmy Demaret, and Indoor and Outdoor swimming pools with TV star Buster Crabbe presiding. Dozens of other sports, too, plus nightclub entertainment by America's top stars. We'd like to add your company's name to the list of top conventions we've handled. One person will work with you to plan your whole convention. Contact Ray Parker, General Manager or Jay Cohen, Convention Sales Manager, Concord Hotel, Kiamesha Lake, N. Y. Phone Monticello 1140 or, in N. Y. C., CHickering 4-0771.

We have always required at least two to three hours to dress rehearse a speaker whose talk will run a mere 45 minutes. Frequently, due to complexities of staging or speaker uncertainty, we need a lot more time. In general, we find that a *one-day meeting* may be *rehearsed in one day* by starting early and running very late. We also gain time because there is always some "brass" on the program for whom we are not responsible.

Physical arrangements for rehearsals have never been a problem. When we first sign up with a hotel, we make

certain that the meeting room or some similar area is available for our necessary rehearsal time. We have never been charged for the use of hotel space for rehearsals.

It is absolutely necessary that your rehearsal set-up simulate, in every possible way, your actual meeting. Spotlights, stage lighting, curtain action, every detail should be included. True objective of your dress rehearsal, after all, is to make it possible for your speaker to "live" through his part on the program just as though it were taking place.

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business leaders  
vacation in

# Jamaica

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WEST  
INDIES

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CONVENTION HERE, TOO?

... only hours away from  
principal U.S. cities

... but foreign, charming,  
picturesque and so hospitable!

You'll accomplish more because you enjoy more on this beautiful Island with a British accent. Hospitality is a way of life in Jamaica, not just a courtesy. Between business sessions, you'll enjoy the scenic mountains, white sand beaches and crystal-clear waters. Native entertainment, Calypso music and superb food will delight you. All sports facilities are available and "Free Port" shops offer savings up to 60% on British and European imports.

Plan your next convention  
in Jamaica... your delegates  
will applaud your decision.

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Conventionland U.S.A.



New air-conditioned Municipal Auditorium seats 4,500

- Offers new approach to convention success
- Greatest concentration of new hotels in the world
- 29,000 hotel rooms
- Fine restaurants
- Famous shopping centers
- Delightful weather year-round
- Reduced rates for spring, summer and fall conventions

For information, write: Tom F. Smith, Dir. Miami Beach Convention Bureau, Municipal Building, 1700 Washington Avenue, Miami Beach 39, Fla.

This Message is Prepared and Published by the City Government of Miami Beach

## Convention perfect



**IDEAL LOCATION:** 3000 acres in colorful Allegheny mountains, convenient to train, plane, bus or car to Bedford exit, Pennsylvania Turnpike.

**SUPERB FACILITIES:** equipped and staffed for groups of 25 to 550. Championship golf course, in-and-outdoor swimming pools, private lake, all sports. Complete bar and beverage service.

**SPECIAL CONVENTION RATES:** throughout season April 15 to Nov. 15. Write, wire or phone (Bedford 500)

## Bedford Springs

HOTEL

Bedford, Pennsylvania  
E. Harris Knight, Sales Manager

Let's take one man through his dress rehearsal. We first bring together, around a large table, the speaker, his personal stage manager, the other stage manager (in this case, acting as assistant,) and the general stage manager. Usually present, also, is the regional manager or his assistant. No one else is permitted to join us. The inevitable few men either awaiting or having just finished rehearsals, seated elsewhere in the room, will always cooperate by refraining from any comment unless questioned.

Our first move is to unwrap and take stock of all props ordered for this particular man. There is no doubt about everything being here. The speaker's personal stage manager has seen to that. He has been checking, expediting and personally superintending the delivery of all props for all of his speakers for the last two weeks.

Our speaker is viewing his props for the first time. It is very satisfying to watch him inspect, recognize and admire the "aids" that many people have helped prepare on his behalf.

Highly desirable feeling of being a part of a strong team is further strengthened by what follows. Using a simple form, which we developed for our own use, his stage manager is carefully inventorying, by category, all of his props.

It is, incidentally, very important that the "assistant" stage manager and general stage manager make out similar records. They will undoubtedly be called upon to assist the "personal" stage manager during the meeting and must always, thereby, be informed as to what stage, curtain or lighting changes are required.

All props, having been located and listed, will now be numbered in the order of their use. These numbers are actually marked upon some part of the prop.

Now the three stage managers have a conference among themselves. Rough sketch, in the place provided on our form, is made of the stage arrangements for the opening of the presentation. Explicit notes are added to the form stating exactly what action of any kind is to take place thereafter, and in exactly what order.

Now for the rehearsal. I have always made a practice, after first repeatedly reassuring the speaker on his state of preparedness, of suggesting we set the stage and, utilizing all props, run through the presentation from beginning to end as though it were actually the meeting. A speaker will demur at this but do not let yourself be deterred. The plunge has to be taken. This is not only the last chance



## Supremely Suitable for SALES MEETINGS CONVENTIONS • BANQUETS

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- ★ Luxurious Guest Rooms and Executive Suites
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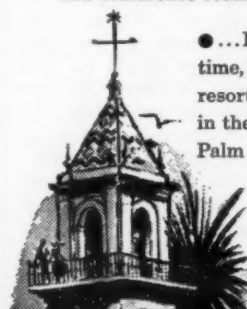
MICHAEL A. DEVITT, Sales Manager  
1512 SPRUCE STREET • Kingsley 5-0100  
B. B. LEIDER, Managing Director

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- ...cordially solicits your group meetings from 25 to 400.

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Contact:  
TED RATCLIFF  
Resident Manager

to rehearse but you must also avoid any possibility of running your man stale through repeated rehearsals in whole or part at this time.

Don't forget that your man is, after all, an amateur speaker. He is *not*, however, an amateur salesman. You will find, as we have, that if your speaker is a little weak at his dress rehearsal, he will voluntarily straighten himself out before his presentation. There are always hours available in which to do so. In any event, calling for a second rehearsal, *except at his own insistence*, will avail you little and may do a lot of harm.

### Many Comments

After our man's rehearsal we will, of course, have many comments. Everyone in the room, however good the presentation, will be bubbling over with the wish to offer advice for making it a little better. This is a dangerous situation. We, first of all, make a practice of enumerating *all* of the things about the presentation as given, which we honestly believe were good. We try to avoid picayune changes of any kind. Look out, particularly, for impulsive last minute suggestions for additions to the presentation. If you have a "hit," leave it alone.

In a nutshell, encourage and applaud your speaker all you possibly can after his rehearsal. Then, and only then, diplomatically offer such changes and additions as you feel necessary.

We had more than a dozen speakers at a regional sales meeting on the West Coast recently. All were territorial salesmen. All were handled in exactly the manner described herein. The meeting, from every point of view, was one of the finest we have ever held.

In the Chicago area, 16 salesmen were similarly assigned and aided, and again scored a big success. We have had a series of distributor sales meetings in the Great Lakes area and as far south as Alabama on this basis with astonishingly good results. Boston, New York City, White Sulphur Springs, large meetings, small meetings, company meetings, customer meetings all used the same general pattern and all far exceeded our old conventional approach in solid effectiveness.

Our great discovery is, of course, simply the combination of our recognizing the power possessed by our territorial sales people and the development of a successful formula for tapping this wealth.

we've got **it!\***

### \*LOCATION....

**FACILITIES** — The right combination for a great convention.

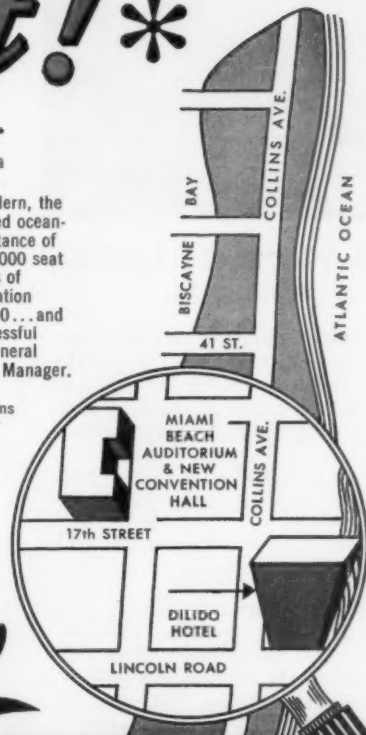
In the heart of Miami Beach. New, Modern, the di Lido is the only 350 room fully-equipped oceanfront Convention Hotel within walking distance of the Miami Beach Auditorium and new 15,000 seat Exhibition Hall. This plus our staff's years of experience and skill in imaginative convention planning... facilities for groups up to 1000... and every possible service assures you a successful convention. — Contact Frances Crane, General Sales Manager, or James Carroll, General Manager.

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- Complete Recreational Facilities
- Two Pools • Beach • Cabana Colony
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AIR  
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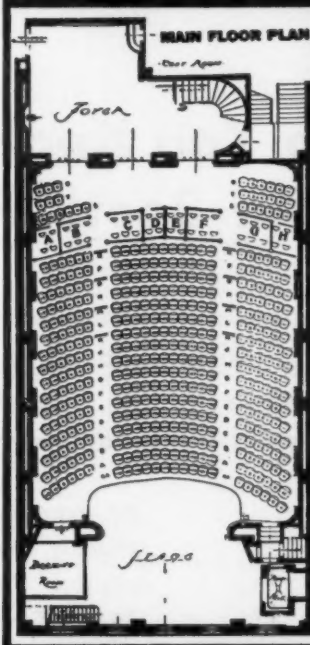


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## The Only Hotel in New York With A Little Theatre



### Perfect for Your Sales Meeting

- Professionally equipped theatre with 530 spring-cushioned seats; exhibit space of 7,000 square feet adjacent.
- 16 air-conditioned meeting rooms accommodating 25 to 530. Excellent trade show facilities. Closed circuit telecasts.

- Fine banquet facilities. French and American cuisine.
- 1200 modern guest rooms. Air-conditioned, radio and television.
- Just two blocks from the new Coliseum. Midtown location—a step to Radio City, Fifth Avenue and Broadway theatres.
- Owner-management assures personalized service.

Write to Director of Sales for illustrated brochure

**BARBIZON-PLAZA**  
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Quiet, charming 6,000-acre estate in the scenic Poconos. 3 hours from New York and Philadelphia. A perfect setting for meetings, conferences, sales outings. An outstanding opportunity to combine business with pleasant relaxation.

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*Loretta E. Ziegler, Convention Manager*  
•  
*Clifford R. Gillam, General Manager*



AMONG THOSE WAITING to get into National Business Show were "shoppers" to measure booth personnel salesmanship. "Shoppers" rated booth personnel on nine factors.



THOMAS COLLATORS discovered how efficient its people were in this booth at show.

## Do You Know How Efficient Your Booth Personnel Is?

Thomas Collators has its booth "shopped" to learn how its salesmanship compares with competition. Survey points out where training is needed. Review of "shopping" reports midway in show, permits sharpening of salesmanship.

**BY GEORGE W. OLIVER**  
*President, Thomas Collators Inc.*

So you have just finished exhibiting at the Thingamajig Show! Last visitor is going out the front door, and already dismantling crews are coming

SALES MEETINGS/Part 2 SALES MANAGEMENT



FAMOUS LAST WORDS (1st of a series)

## "OUR V.P. HAD A SWELL IDEA FOR A SHOW STOPPER"



**Y**OU may have a honey of a show stopper, but it takes considerably more than that to make your trade show exhibit a success.

The exhibit that pays off in sales is the one that commands favorable attention . . . is attractive, informative. It gives a practical demonstration of what the product can do for the customer. And most important, it's loaded with sales appeal.

At GRS&W skilled designers and experienced crafts-

men are masters in the art of creating exhibits that spark sales—the reason why many of the top exhibitors in America are long-term clients of GRS&W.

GRS&W coordinated exhibit planning includes a complete nationwide service—from original planning through designing, building, installing, removing, storing and re-shipping of your display properties. Make GRS&W a profitable part of your organization—you'll be glad you did.

**DID YOU KNOW . . .** that GRS&W serves 59 of the 500 Largest U.S. Industrial Corporations\*

\*As published in The Fortune Directory, July, 1957

# GRS & W

**exhibits and displays**

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in the rear. A huge sigh of relief rises all the way from your concrete-weary feet and joins those of your fellow exhibitors up and down the aisle. The show is over.

### Have Yardstick?

But was it worth it? Your purpose in being there in the first place, like ours, was to develop sales leads, wasn't it? But do you really have any accurate yardstick as to how well you and your people did?

We may not have won the grand prize for our sales effort during the 1957 National Business Show, but all of us at Thomas Collators now realize our needs for better sales training, particularly in the closing phases. This new insight into our year-round Achilles heel, of which we were only vaguely aware before, results from the comparison shopping and analysis job which John F. Fosdick Associates, New York City, performed for us at the New York Coliseum.

Exhibiting at business and trade

shows is a fairly expensive thing, but it can be a tremendously valuable investment when properly planned and carried out. Effective participation, for the largest or smallest exhibitor, must be measured in terms of sales leads or stimuli which eventually can be converted into dollars. Like any other firm with ambition to do better, Thomas Collators Inc. decided early in the year to make its participation in the 1957 National Business Show more effective than its performance the year before.

### Buyer Concentration

We knew that National Business Show, with more than 155,000 attendance during its five days and evenings, would offer us one of the heaviest concentrations of buyers and users of our equipment which we would ever encounter. We knew that we would place on exhibit an attractive display of office machines. We knew that we had a convincing story to tell our visitors about substantial user benefits. And we knew that the people manning our booth would be personable, sincere, and know our products thoroughly.

## CONVENTION PLANNERS WITH THE

### "Executive Touch"



### KNOW THE WISDOM IN SELECTING THE SKIRVIN . . .

Why? Because the Skirvin is a proved success for conventions or sales meetings of any size. Fine food, handsome surroundings and comfortable atmosphere are the subtle, yet apparent, attractions at the Skirvin . . . plus the cooperation of a friendly, experienced staff. And, the Skirvin's new "Executive Suite," a luxurious paneled room featuring a walnut table 32 feet long, is now available for smaller distinguished events . . . ideal for Board of Directors' meetings. Write for our detailed "Facts File."

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for complete information on group meeting facilities in the Berkshires, write  
**CONVENTION SECRETARY,  
BERKSHIRE HILLS CONFERENCE,  
50 SOUTH STREET, PITTSFIELD 96, MASS.**

## Competition

But we also knew that one of our direct competitors would be demonstrating his products. In fact, every other exhibitor of the 365 in the show, displaying 414 different types of equipment, would in a sense be a competitor for the attention and interest of the visitor. Showmanship might accomplish part of the job, but if we were to be successful in converting curiosity of visitors into real buying interest we knew that we must employ a very high degree of salesmanship.

Lucky is the exhibitor whose product has a high degree of "spectacularity" (to coin a term) built-in. Such products practically sell themselves. But we were exhibiting a complete line of office-size collators, machines that gather such things as sales bulletins, price lists, reports, schedules and other duplicated material into sets. Since an important factor in good salesmanship is that of demonstrating user benefits, we arranged to have two or more of our attractive demonstrators operate our Thomas Collators throughout the show. Sheets that these girls assembled, or collated into sets, were

later bound into souvenir booklets for our visitors.

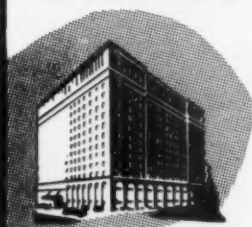
Mindful of the old saw about not being able to see the forest for the trees, we realized that we could get our most objective view of ourselves through the trained eyes of a professional sales analyst. In 1956, management of National Business Show engaged John T. Fosdick Associates to perform a shopping-rating-analysis job. I picked up my phone and asked what he and his associates could do for us. Would the type of professional service that John T. Fosdick

offers be as valid and worth-while for us as for a show management or for the largest of exhibitors? Answer, Fosdick assured me, was an emphatic "yes".

## Personnel Briefed

Just prior to the show, our entire group of booth personnel was briefed on our operating procedures and certain obvious, but extremely important, do's and don'ts. Way in which we met our visitors and tried to convince

## CINCINNATI'S LARGEST AND LEADING CONVENTION HOTEL



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**Magnificent Recreation**—In addition to historic sight-

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For full details on Puerto Rico as the site for your next convention, call MU 8-2960 in New York, or write: Dept. SM-1, Commonwealth of Puerto Rico, Department of Tourism, 579 Fifth Ave., New York 17, New York.

### Organizations which have held meetings in Puerto Rico

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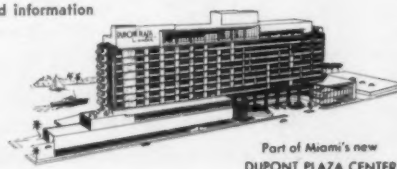
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Write Jack M. Slone, Dir. of Sales, for detailed information

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them was to be the basis for our performance rating.

During those five days and evenings all of our people—including myself—were “shopped” by Fosdick people, so convincingly that none of us could ever be sure that our visitors might not be bona fide prospects.

### Alarming Statements

About a week after the show the report was in my hands. Certainly it was interesting, in places actually surprising. The report was broken down to show all salesmen at the show, our direct competition, and ourselves, by categories covering “initial contact” and “follow through”. In general, that report gave us a clean bill of health. But it also contained a few alarming statements, such as the following:

“There were five people in the Thomas booth who failed to ask a single one of our shoppers for his name or for an appointment, and only one person scored more than half the permissible points on this item. Remaining attendants gave up too quickly, or only made a half-hearted attempt to make a sale—much like the boy selling magazine subscriptions who asks, ‘You wouldn’t want to buy a magazine, would you, huh?’”

“... Person with the highest single score also had one contact where he scored only 49 points out of a possible 110. In fact, there was far less consistency on scores of personnel shopped several times than was noted in the booths of many other exhibitors.”

### Evaluated Entire Show

This year, as last, Fosdick evaluated the entire show for the management of National Business Show. In addition to Thomas Collators, other individual clients included such well known firms as the Hauserman Company, manufacturers of custom installations of office partitions, A. B. Dick, and IBM.

“Show average” rating for all salesmen in the 1957 National Business Show was 70.6. (See box for rating scale.) This figure was the result of more than 1,000 separate contacts with approximately 690 individuals. In all, Fosdick employed 13 “shoppers” ranging from 26 to 65 years of age. These were drawn from a wide variety of business and industrial connections in order to ensure availability of someone to “talk his language” with every exhibitor.

Fosdick’s method of operation is



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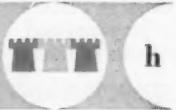
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**U.S.  
HOTEL  
THAYER**  
WEST POINT, NEW YORK

## How Booth Personnel Is Rated

Rating scale, based upon standards established by Sales Executives Club of New York:

Appearance .....	10 points
Alertness—immediate approach to visitor .....	10
Salesman introduced himself or made his connection known .....	10
Noted item attracting visitor's interest, or inquired what was of interest .....	10
Inquired what is now used, or what is visitor's problem .....	10
Demonstrated product in terms of user benefit, not merely manufacturer's point of view .....	20
Handled competitive questions well .....	10
Offered proper literature with comment on where information of interest can be secured .....	10
Tried to arrange appointment to discuss problems or give demonstration, or at least get visitor's name and business connection .....	20
Maximum score possible .....	110 points

well-balanced and thorough enough to provide a good cross-section of visitor reaction. Visits are made to a client's booth by different "shoppers" in numbers equal to twice the total persons assigned to that booth over the duration of the show. In addition, the same total number of visits are spread between the booths of competitors specified by each client.

First two days of the show, "shoppers" gather data on the whole show for general comparison purposes. Shopping of direct competitors provides a basis for very pointed comparisons. Although "shoppers" look and act like other show visitors from initial approach until they have disappeared from sight, seldom does more than 60 seconds elapse before they record essential data on small cards carried for that purpose.

## Serious Offense

One of the most serious offenses which a booth attendant can commit is that of complete failure to greet a visitor. In fairness to the salesmen, a Fosdick "shopper" never visits a booth unless at least one of the salesmen assigned to that booth is free. The "shopper" will then handle an item of equipment or appear interested in a piece of literature. If not approached by some salesman within one minute, the "shopper" will saunter past the "empty" salesman close enough to read the salesman's name on his badge and record a "no contact" rating.

When a particular booth has an

"eager beaver" who is preventing other salesmen in his booth from being shopped, a fair rating is obtained through multiple shopping of that booth by several Fosdick people simultaneously.

Not only do "shoppers" visit booths to gather rating data, but trained interviewers politely and skillfully intercept a cross-section of visitors who have minutes before left the booth to determine their reactions and record revealing comments.

## Take Stock Midway

Midway through the show I called all our people into a quiet room where we could sit down with John Fosdick and take stock of our performance that far. Out of that meeting came an extra incentive for our people. Then and there I announced a percentage bonus for every piece of equipment definitely booked for demonstration in a prospect's office. If completed sales resulted from these signed demonstration requests within 30 days after the show, a second bonus payment in the same percentage would be paid to the person who had secured the lead at the show, in addition to the regular commission paid the salesmen making the final sale.

Incentive is always a necessary ingredient in salesmanship. In this case it certainly did the trick. Even our girls, who were in the booth primarily as demonstrators and hostesses, turned "salesmen" by asking for—and getting—signed demonstration orders.



## More Training

Although we undertook a limited amount of pre-show training this year, we plan to make much more effective use of such special training next year. In fact, we are already planning additional sales training aimed at the vital closing phase wherever we encounter a prospect, whether on a business show floor or turned up by regular sales leads.

It is still too soon after the 1957 National Business Show for us to be sure how many sales may be directly attributed to our exhibit there. We are still filling demonstration requests and following up sales leads. True, we didn't reach our fondest hopes, but Thomas Collators did all right at that show. Now, looking back on our use of John T. Fosdick Associates, I realize that we benefited most from the store of information we acquired concerning our personal selling methods, particularly our weaknesses in the closing phase of a sales presentation.

## Performance Rewarding

To sum up, then, our performance was rewarding. Thanks to tips pointed out by John T. Fosdick Associates, we undoubtedly did better than we might have otherwise. It enabled us to have a plan of operation, and all our people welcomed this.

By the way, in case the idea of being shopped might seem a little frightening at first, I can assure you that the type of service we had didn't faze our girls or salesmen one bit. Most of them relished the idea that the smallest detail of their approach to visitors would be appreciated. Perhaps the best way to illustrate the salesman's attitude to being shopped is to quote the words of one of my own men.

## Didn't Mind "Shopping"

"I didn't mind being shopped at all, in fact I was glad. Several years ago when I worked for someone else, I was shopped on a regular basis. But that was different. There the shopper came in and gave me a hard time, because we were rated only on our resistance to the type of customer who would try to give us a hard time.

"Being shopped at the National Business Show made me more aware than ever of both my good points and my bad. I think I'm a pretty fair salesman now, and I'm getting better all the time. My experience at the Coliseum sure helped."

The End

JANUARY 3, 1958



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## How's Closed-Circuit Television Faring?

Medium, just five years old, has been hampered by lack of information among potential users and high costs. Now that equipment has been improved, greater use should cut costs. Use will almost double in 58, according to estimates.

**BY WILLIAM P. ROSENTOHN**

*Vice-President, Group Communications, Teleprompter Corp.*

Closed-circuit television, as it is supplied for business communications, is a relatively young medium. First large screen multi-city sales meeting took place in December, 1952.

During 1953 no similar use was made of the medium. Then in 1954 use of the medium became a much more important and frequent event. For example, in January, 1954, Ford Motor Co., National Dairy Products Corp. and Dodge Div., Chrysler Corp. all held important sales meetings.

All told, in 1954 there were approximately 15 major closed-circuit meetings held. Total dollar volume for the field was about \$1.2 million. A steady though not dramatic increase in the use of this television medium was made in 1955. There were about 20 meetings held and total dollar volume was about \$1.7 million.

### **Change to Hotels**

Perhaps the most interesting development in the years 1954 and 1955 was that closed-circuit meetings, which at first were held almost exclusively in theaters, were transplanted to hotels which offered far more suitable surroundings for the programs. In 1956 the volume and number of meetings again showed an increase. There were approximately 25 closed-circuit meetings put on and total dollar volume was in excess of \$2 million.

Continuing the growth pattern, 1957 saw approximately 35 important closed-circuit meetings, with a dollar volume in excess of \$2.4 million.

Since closed-circuit television offers

so many important inherent advantages, such as economy, impact, flexibility and coverage, it is pertinent to ask: Why hasn't the medium grown at a more rapid rate? Of equal importance can be the question: What can we look for in the immediate future as far as the growth pattern of the medium is concerned?

### **Not Known**

To begin with, Closed-Circuit television has suffered because few people know just exactly what it is, what it does and what it costs. A widespread educational program has never been undertaken. While it is true that individual companies in the field have endeavored through their own personal efforts to establish the value of the medium, these efforts have generally fallen far short of the desired target of familiarizing all prospective users with the medium's value. Further, because the medium has been used by large companies, such as General Motors, Ford, Chrysler and U. S. Steel, it tended to discourage smaller companies. They feel that the medium must of necessity be too costly for their companies' budgets.

### **Room for Improvement**

Another point to be considered is that initially, equipment and facilities used for putting on a closed-circuit program left room for improvement. Each closed-circuit telecast, for example, is viewed at a reception outlet through the use of a large screen projector. These projectors



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Our personalized service provides its own executive convention staff and public relations experts, together with a battery of conference secretaries

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Dick Frey, General Manager

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JANUARY 3, 1958





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are capable of producing a picture ranging in size from 9' x 12' to 15' x 20'. It has been only recently that General Precision Laboratory, manufacturer of such equipment, through the design of a new optical system, has been able to manufacture a projector of suitable quality and brightness. At the same time, facilities of AT&T, which must be used to interconnect the cities of any network, have been improved immeasurably since the early days of the medium's growth. In many areas micro-wave relay facilities have replaced coaxial cable. This has meant that the closed-circuit telecast can be transmitted to all cities on the network with a minimum of distortion.

#### Costs a Factor

Over and above educational and technical reasons for the limited growth of the medium, perhaps there is another even more significant factor to consider—cost. Use of the medium today generally costs between \$1,800 and \$2,200 per city. Thus a 30-city telecast would cost anywhere from \$54,000 to \$66,000. This price would include all elements connected with the closed-circuit telecast—production, origination, transmission and viewing facilities. For a large company this is not a staggering sum. However, to a small company, or a company with perhaps a limited sales or field force, this could be considered as too large an expenditure.

#### Estimating Cost

In determining the cost of a closed-circuit telecast, it is important to relate total price to the number of viewers. If in a 30-city telecast an audience of approximately 500 per city were to attend, cost per viewer, would be approximately \$4. If only 250 attend, then the cost would be approximately \$8. When the cost is so reduced it is easy to see that reaching a field force through closed-circuit television is far cheaper than bringing a group, however small, to a central point. It also is generally cheaper than having special film made for distribution, and in this connection, closed-circuit offers a unique advantage in that a kinescope recording of the telecast can be had for future use without any charge over and beyond the cost of the telecast.

Nevertheless, it is my judgment that to increase the growth of the closed-circuit medium, everything possible should be done to bring the cost down to a minimum. Obviously, the

less the cost, the more companies, large and small, will be able to use it.

### Increase Volume

To bring down the cost, our most effective method is to increase the volume of business in the medium. In order that this point can be fully understood, let me explain that many of the cost factors of putting on a closed-circuit telecast are such that the facilities provided can be used and re-used with small additional expense. This means, for example, if a local loop (connection between the termination of the long lines and the viewing outlet) is installed in a hotel, cost is approximately \$500. This loop can be used again for a 30-day period at slight additional cost. Thus, if there is only one user of the loop, cost to the client is \$500. However, if there are five users during the 30-day period, then each use is approximately \$100.

### Not Just Emergencies

To increase volume, I believe that closed-circuit television must be taken out of the category of a medium for special or emergency events. While it is certainly true that closed-circuit can be used for the introduction of new products, it is even more emphatically true that closed-circuit can be used as a regular means of communications between management and its field force.

If closed-circuit television were to be set up on a basis whereby it could be integrated into a company's overall communications program and whereby a certain number of meetings could be scheduled in advance, the volume of the medium could be increased tremendously and cost per telecast reduced substantially.

In thinking of closed-circuit we must understand that we are talking about more than a medium for sales meetings. It can be, in fact it has been, used for such important events as fund-raising, education (doctors), changing a company's name, and stock-holders meetings.

### More Important

Closed-circuit television is an effective way for management to keep in touch with its field forces. As the market tends to become more of a buyers market it will be increasingly important for companies, both large and small, to keep in constant touch with their sales and field forces. In this connection and in this area

## YOUR CONVENTION'S IN THE SPOTLIGHT

at the

**HOTEL**  
*New Yorker*  
34th Street at Eighth Avenue



A  
MASSAGLIA  
HOTEL

**125 suites**  
**2500 rooms**  
**25 meeting rooms**  
**350 show rooms**  
**and large**  
**exhibit areas**

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**OUR SERVICE SPOTLITE** will hi-lite your every requirement.

This vertical village with its trained staff of 1700 focuses on you immediately.

Manhattan Center Auditorium adjacent to the Hotel (capacity 3500).  
New York Trade Show building diagonally across the street.

— 12 Massaglia Hotels from Coast to Coast —

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Albuquerque, N. M. Hotel FRANCISCAN  
Honolulu Hotel WAIKIKI BILTMORE

Washington, D. C. Hotel RALEIGH  
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*Your Host with the Most*  
on the MISSISSIPPI GULF COAST  
**Edgewater Gulf**  
**HOTEL**  
OVERLOOKING THE GULF OF MEXICO  
midway between GULFPORT & BILOXI  
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"THE GULF COAST'S FINEST HOTEL  
FOR THE FINEST CLIENTELE"  
100% AIR-CONDITIONED  
Everything under one roof—meeting rooms for small, Regional or large National groups, banquet and dining facilities. Beach—swimming pool—private 18-hole championship golf-course—dancing—planned entertainment. We specialize in personalized attention!  
Inquiries appreciated and promptly handled.  
Write: A.P. SHOEMAKER Jr., General Manager  
N. MEISNER, Sales and Convention Manager




*for a sparkling success*



MAKE NORFOLK YOUR TRADE SHOW

## *Port of Call!*

\*Norfolk, Virginia, on Hampton Roads — the world's largest natural harbor — offers you the South's finest facilities for trade shows, conventions, sports events:

\*Norfolk's Municipal Auditorium — modern, flexible, air-conditioned — with 12,896 square feet of exhibit space or seating capacity for 3,326 persons in its huge Arena; its plush Center Theater seating 1,828; and its 900-car parking area.

\*A vibrant metropolitan retail, industrial and distribution center with 1/4th-million population located in a 25-mile radius.

\*Seven modern hotels with air-conditioned accommodations, ample meeting space, superb banquet facilities.

\*Easy accessibility from any part of the country by airline, railroad, bus or auto.

## *The City of Norfolk*

EXTENDS A HEARTY WELCOME TO TRADE SHOWS AND CONVENTIONS!

For details, call or write The Convention Bureau  
Norfolk Chamber of Commerce  
269 Boush Street, Norfolk, Virginia  
(Telephone MAdison 2-2312)

a bit of the old west in the deep south!

### **GULF HILLS**

DUDE RANCH AND COUNTRY CLUB

A 700 acre vacationland, 18-hole championship golf course, heated pool. Planned entertainment, wagonloads of dude ranch activities, luscious ranch style meals and room with private bath included in rates starting at \$12.

**GULF HILLS**  
DUDE RANCH AND GOLF CLUB  
OCEAN SPRINGS, MISS.

Send for Color Folder | Dick and Gladys Waters, Hosts



### New Book on Closed-Circuit TV

New book, just off press, reflects growing interest in closed-circuit TV operations.

"Closed-Circuit TV System Planning," co-authored by Morris A. Mayers, closed-circuit TV manager, Visual Electronics Corp., and Rodney D. Chipp, manager, Systems Engineering, Federal Telecommunications Laboratories, is aimed at the non-technical reader.

Authors describe how closed-circuit television works and its costs.

Published by John F. Rider Publisher, Inc., New York, book is \$10.

closed-circuit should play a vital role.

Now as to the volume to be expected in 1958: Based upon the business that Teleprompter has already booked and upon the general interest that exists in the field, I would not hesitate to predict a total volume of \$4 million. By 1960, I expect an annual volume of \$10 million. Closed-circuit television will continue to grow at an accelerated rate. It represents a substitution of a transportation of ideas for a transportation of men.

The End



### Corpus Christi Invites You...

Queen City of the Tropical  
Texas Coast . . . Bay and  
Water Playground at Front  
Door

- Excellent Municipal Facilities
- Ample Resort Type Hotel and Motel Accommodations
- Ideal Recreation Features

Sightseeing — swimming — boating — fishing on bay or Gulf waters and 75-mile tropical coastal bend country . . . 150 miles to Old Mexico.

Write for literature — 23-min.  
Color Film (16 mm) available

**Corpus Christi  
Hotel Association**

Sales Manager's Office  
P. O. Box 1478  
Corpus Christi, Texas



## Themes Great in '58

"Don't procrastinate in '58";  
"Here's the slate for '58"; "A  
theme to elevate in '58."

For meeting planners who  
seek catchy theme ideas, this  
year offers a field day. So many  
words rhyme with 1958 that  
there is hardly an activity that  
can't be related to the current  
year in a lively motto.

Without applying much  
imagination, almost anyone can  
come up with an acceptable  
theme because, without ques-  
tion, you have more words to  
choose in 1958 for rhyming  
than in any year in the decade.

Here is an assortment of  
words to serve as a thought  
starter for all those that rhyme  
with '58 that can be developed  
into theme statements:

Freight, mate, inflate, state,  
operate, rebate, nominate, in-  
vestigate, deflate, circulate, wait,  
date, elate, bait, participate,  
syncopate, rate, late, deviate,  
aggravate, inculcate, eliminate,  
activate, dedicate, infiltrate,  
abbreviate, hesitate, gravitate,  
appreciate, etc., etc.

## Planning a Convention?

Step into the Tucson, Arizona picture

### El Conquistador Hotel

**New Management! Open the year 'round!**  
**A "Hideaway" spot for Conventions of up**  
**to 150 people. Yet only minutes from town.**

The El Conquistador is a combination of casual charm  
and country-club luxury. Complete freedom from dis-  
tractions on a lovely 10-acre tract of green lawns, swim-  
ming pool and waving palms. Yet after-business hours  
recreation includes a Championship tennis court, putting  
green, golf course just across the street,  
and swimming.

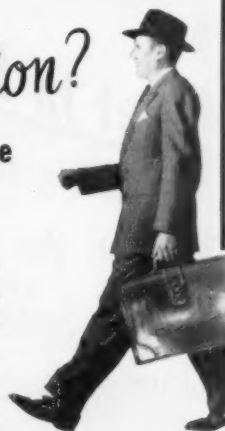
- 4 meeting rooms, the largest with a capacity of 250.
- Handsome cocktail lounge. Terrace dining room.
- Convention rates: Single, from \$8.; Double from \$12.
- All Rooms and the hotel are completely air-conditioned  
by refrigeration.
- Visual aids and PA system available.

**Write today. Plan ahead.**

For color brochure, rates and other information, write, wire  
or phone: Gayne B. Kinsey, Mgr.  
El Conquistador • Tucson, Arizona

### El Conquistador Hotel

Broadway near Country Club • EA. 5-2611



THE

# Tabery CORPORATION

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## Leaders in design and construction

Exhibitors and Show Managers have learned through experience that Tabery facilities,  
know-how and well trained personnel are the factors that spell an outstanding exhibit.

To get the greatest sales return on your exhibit—let skilled artists and  
trained construction supervisors develop the most practical—and the  
most effective—display for you.

For your every exhibit or decorating need—depend on . . .

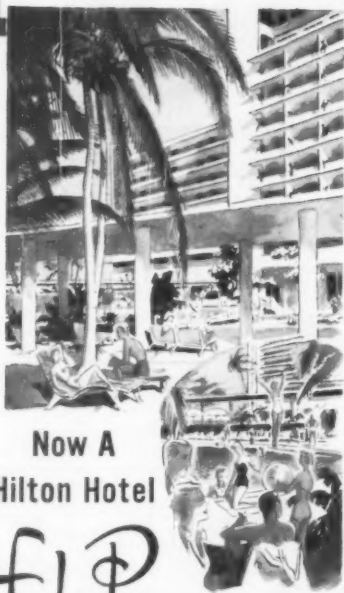
THE TABERY CORPORATION



Member

# Meet in Panama

...it's Practical  
and the Results  
are Sensational



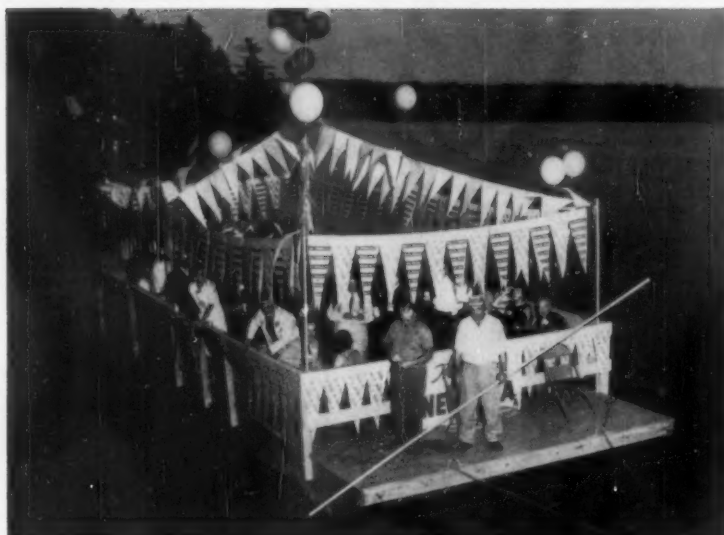
Now A  
Hilton Hotel

**El Panamá  
Hilton**

PANAMA CITY, REPUBLIC OF PANAMA  
Panama—at the Crossroads of the  
World—is closer than you think...  
and within easy reach of any part  
of the U.S. This past year some  
of America's largest organizations  
have held their sales meetings at  
El Panamá Hilton. They found  
Panama fascinating... and the  
service and facilities of El Panamá  
Hilton exceptional.

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write: Joseph T. Case, Sales  
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tional, The Waldorf-Astoria,  
New York 22, N. Y. Tele-  
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INFORMAL MOOD of the conference was set when salesmen were taken on a "cruise."



COLORFUL BULLETINS were mailed each week for five weeks preceding the conference.

## How Meetings Go from "Dull" to "Sparkling"

It takes conservative company three years to effect transi-  
tion, but new kind of sales meeting develops successfully.  
By enlarging its planning committee and adapting good  
ideas used by others, Nekoosa-Edwards has right formula.

BY KEITH ROBERTS

Publicity Manager, Nekoosa-Edwards Paper Co.

SALES MEETINGS/Part 2 SALES MANAGEMENT

Group participation and encouragement of fresh ideas can spark a company's transition from dull, routine sales meetings to lively productive sessions. For us, the transition was not accomplished overnight.

Nekoosa-Edwards Paper Co., a leading producer of writing papers, has a 70-year tradition of conservatism. Accordingly, changes in our annual conference for company salesmen were put into effect gradually over a three-year period.

To appreciate the change in concept and tone you would have had to attend a typical conference before the new look was adopted.

In those days, the meetings were held in a small conference room in the main office which was not suitable for modern staging or display techniques.

### Dry and Statistical

As one senior salesman recalled his impression of those meetings, "The agenda was heavily loaded with rather dry and uninteresting presentations involving considerable technical and statistical information. Little effort was made to relieve the monotony of one such presentation following the other, with the result that it was not unusual to catch a salesman drowsing through part of a program."

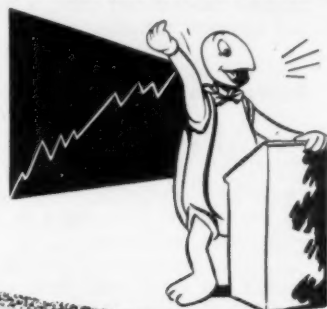
One measure of the change is found in the fact that although the meetings of several years ago lasted as long as current sessions (three and a half days) a representative program listed only 10 speakers with 19 different presentations, while the 1957 program listed 20 speakers with 33 presentations.

A major disadvantage of the former meeting room location was the continual interruption of the program by sales and other company executives being called out of the room. In other words, it was not sufficiently far removed from the day-by-day problems of sales administration.

### Change Site

First change in revitalizing the sales conferences was, therefore, re-locating the meeting place. An unusually attractive and modern "motelized hotel" had been built in a neighboring city, three miles from the main office. Suggestions that the conference be held at this hotel three years ago was skeptically considered by sales management, partly because it would be a sharp break with tradition and partly because of anticipated inconvenience to executives in being out of touch with their office phones.

JANUARY 3, 1958



**Sales  
meetings  
are  
great  
at  
resorts**

### Best In The Midwest

year 'round

**Oakton Manor**

Pewaukee, Wisconsin  
Two hours from Chicago

year 'round

**Nippersink Manor**

Genoa City, Wisconsin  
One hour from Chicago

Chicago office: 619 North Michigan • MOhawk 4-6750 • Sam Lippert, Sales Manager

**The final success  
of a convention or sales meeting  
is dependent upon the facilities  
and the personal services  
rendered by the hotel  
organization where  
it is held.**

Superb air-conditioned  
accommodations for groups  
of any size—25 to 2500



HOTEL

**COMMODORE**

Wm. L. Buckley  
Director of Sales  
Louis Fiora  
Convention Manager

42nd St. at Lexington Ave., right at Grand Central and B&O Terminals  
Teletype: NY 1-2477-X

**Camelback Inn**

**One of the world's Great  
Vacation Resorts**

**PHOENIX, ARIZONA**

GOLF AT ADJOINING PARADISE  
VALLEY CLUB  
NEW CONVENTION  
ROOM FOR GROUPS





As a first-year trial, therefore, the sales department recommended that only opening and closing sessions be staged at the hotel where better lighting and staging could be employed, but that remaining discussion sessions would be held at the old conference room. This trial proved successful, and the following year the entire conference was held at the hotel except for the usual tour of plant improvements.

Other changes incorporating greater salesman participation, use of skits, stunts and mild theatrics were in-

jected into the program on a similar gradual basis rather than a sudden and complete turnabout.

### Rundown on Plans

Perhaps a brief run-down on how the 1957 annual conference was planned and executed would be helpful to readers who might be faced with similar problems.

Preliminary planning for the conference got under way three months prior to the scheduled meeting date.

Contrasting sharply with previous practice when a small group of executives formulated the theme and program, these planning sessions included representatives from every echelon of sales. Presided over by the vice-president and director of sales, the group meetings were attended by the general sales manager, assistant sales manager, converter sales manager, product research manager, advertising and sales promotion manager and his assistant, publicity manager, and the sales order department manager and his assistant.

### Change Date

Actual scheduling of the meeting dates represented another basic departure from previous policy. Traditionally, these conferences were held during the first week of December, which complicated salesmen's travel plans in connection with the holiday season. Combined travel arrangements often kept salesmen off the road for several weeks.

This year it was decided to hold meetings during the last week of August to take advantage of the normal slack in the printing and paper in-

Did you say **CONVENTION?**  
*That need'nt cause tension...*  
*Just one little mention*  
*will bring quick attention*  
*from—*

**Capital Airlines**  
**DELEGATES SERVICE**  
 for conventions and meetings

Let Capital solve your travel problems! With Capital's Delegates Service, you get planning and promotional assistance for your group at no extra cost. Capital will assign a travel expert to help you with all details—including ground transportation, hotel accommodations, even entertainment, if you wish.

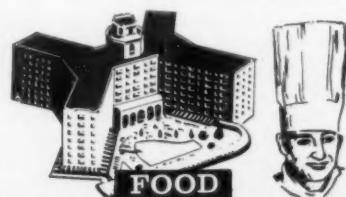
Save time and money, too! By flying Capital, you'll cut travel time up to 80% over surface transportation—have extra hours for post-convention side trips and other activities. Delegates will appreciate the comfort and luxury of a Capital flight—and the cost is often less than first class rail travel.

Fly the incomparable VISCOUNT, world's first turbo-prop (jet-prop) airliner, between many major cities on the Capital system.

For assistance with travel arrangements for your next convention or meeting, call your local Capital representative, or write J.O. Urquhart, Capital Airlines, National Airport, Washington 1, D.C.

**Capital**  
**AIRLINES**





that rivals the best in the world.

**NOW—ONLY ONE HOUR  
 FROM NEW YORK CITY**

and 'most anywhere in New Jersey (not much more from Philadelphia!). One of America's most magnificent resort hotels offers perfect setting for

**SALES MEETINGS • CONVENTIONS  
 FRATERNAL AND SOCIAL GROUPS**

**BERKELEY-CARTERET**

**ASBURY PARK, N. J.**

For an executive session of 6, or full-scale convention of 600, you'll find the type of set-up and service you require, and a staff with years of know-how. Pool, Restaurants, Dancing, Entertainment. All sports facilities. Fireproof. 400 outside rooms. **OPEN ALL YEAR.**

**N. Y. Worth 2-4018**

elsewhere, call Asbury Park:

**PROSPECT 5-5000.**

dustries at this time and to alleviate the problem cited above. A secondary reason was that the program could then include a golf outing to brighten the program—an appealing factor in support of a summer date to anyone familiar with Wisconsin's rugged winters.

### Solicit Suggestions

Letters were distributed to all salesmen and regional managers to solicit their suggestions for sales conference subjects. This early announcement was followed up a few weeks before the conference opening date with a series of five light-hearted, cartoon style bulletins to stimulate interest in the forthcoming conference and as reminders to send in suggestions and ideas.

Establishment of a theme came early in the planning sessions. The company had just completed negotiations for the purchase of a paper mill in New York — its first out-of-state expansion. This move was of great interest to salesmen and their customers and since it was a significant news item in the paper trade press, it seemed a natural to choose "news"

as the theme around which to build the program.

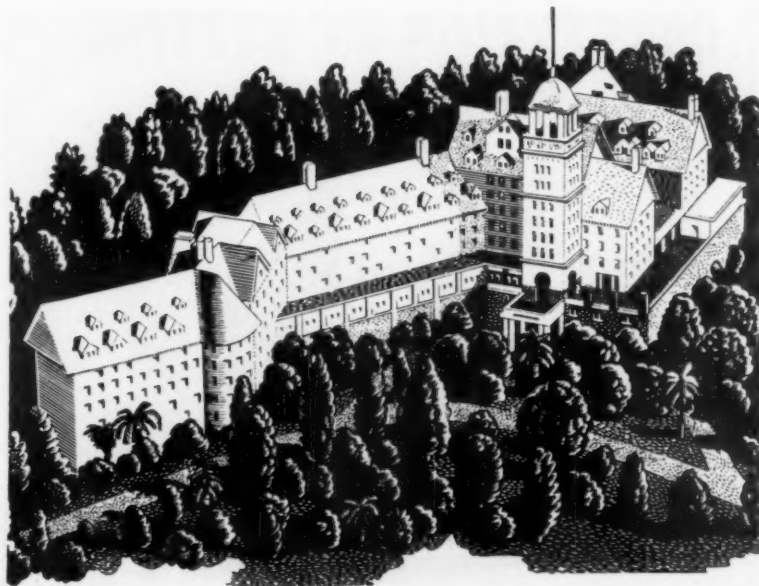
### News Theme Throughout

Accordingly, all conference presentations carried titles furthering the news idea; the president's opening talk in which he discussed the background and objectives of the mill purchase was titled "The Front Page"; plant and process improvements presented by the manufacturing vice-president was titled "News You Can

Use"; sales programming to utilize the newly-acquired production facility was discussed by the sales vice-president and was called "Five-Star Edition — Page Make-Up For The Future."

Cover illustration for the printed program was a montage of newspaper headlines referring to the company's expansion plans and mill purchase. Furthering the news theme were reproductions of the local newspaper's front page with headlines dubbed in to greet each salesman individually. These papers were distributed to

## SALES MEETING CENTER OF SAN FRANCISCO BAY AREA!



### 6 GOOD REASONS WHY YOU WILL GET MORE FROM YOUR MEETING AT THE HOTEL CLAREMONT:

1. More public space than any other hotel in San Francisco Bay Area—23,326 square feet handles 200 exhibits easily.
2. More free parking space—room for 1,000 cars.
3. More true luxury—300 rooms, and suites with fresh flowers daily from 22 acres of lovely gardens surrounding the Bay Area's finest resort hotel.
4. More fun dancing to name bands in the great Garden Room, and enjoying the magnificent food you'll relish at the Claremont.
5. More business value—no traffic noise, no drifting away.
6. More prestige—the Wall Street Journal yearly carries the names of more than 100 top level U.S. business organizations holding meetings at the Claremont.

### No Competition For Attention



And everything to insure a perfect meeting on our 3500 acre estate atop the Poconos. Groups of 300 will find attractive meeting rooms, comfortable accommodations, superb bar and banquet service. All winter and summer sports. Only 100 miles from New York or Philadelphia.

**Prospect 1-7827**

**POCONO MANOR**

POCONO MANOR, PA.

JOHN M. CRANDALL, General Manager

**HOTEL Claremont**

Berkeley-Oakland, Calif. Murray Lehr, Managing Director

Reasonable rates on request THornwall 3-3720 Teletype OA 520

salesmen upon their arrival the evening before the conference opened. They also carried a brief, humorous story about the conference along with a couple of eye-catching photos. Other front-page reproductions were handed out to salesmen on the two mornings following the opening day with a new headline referring to portions of the program.

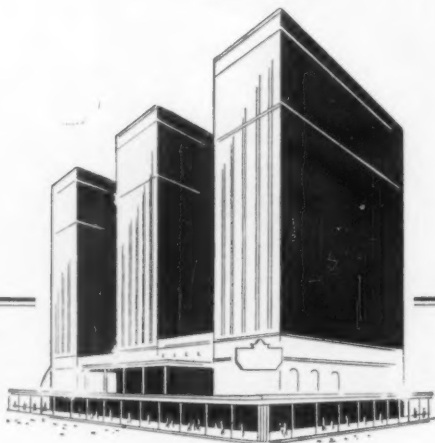
Still another promotional stunt to carry out the news theme was a special edition of the company publication which was headed "News of the Future." It was written as a sales

conference edition 20 years hence, and besides carrying pictures and stories spoofing salesmen, it contained some solid factual predictions concerning the paper market of the future. It was distributed at the close of the sales vice-president's keynote speech just prior to a coffee break so that salesmen could enjoy it without distracting their attention from the speaker.

Adding spice and interest to the program format itself were an array of ideas, many of which were adapted from SALES MEETINGS.

In crediting this publication, G. E. Veneman, vice-president and director of sales, reveals: "In an issue a few months ago, I read every article devoted to improved sales meetings. I brought a list of some 50 ideas to one of our planning sessions. Our group kicked these around, and adopted several which fitted our needs. This particular issue contributed immeasurably to the success of our 1957 conference. In fact," he adds, "nearly every issue contains some constructive thoughts which prove helpful in our sales planning."

## The RICE Houston's Traditional CONVENTION and MEETING Headquarters



Preferred by smart planners because . . .

- It's ideally located in the heart of the downtown district.
- 1,000 beautiful rooms, 100% air conditioned for year 'round comfort.
- Newly enlarged, redecorated convention, exhibit and meeting area.
- Meeting rooms for 10 to 1400 persons.
- Especially trained, experienced convention staff to insure success of your meeting.
- Finest food and banquet service.
- Reasonable room rates, from \$5 single and \$8 double.

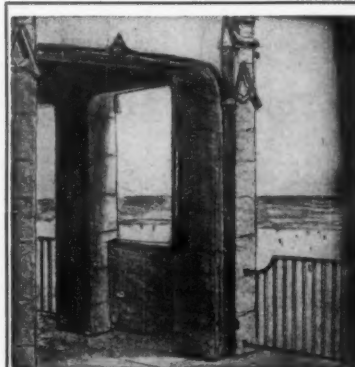
The Big, Friendly **RICE HOTEL**

B. F. Orr  
General Manager

Max Peck  
Resident Manager

### Bingo-Type Game

One of the most successful presentations based on a suggestion in SALES MEETINGS was a bingo-type game designed to emphasize the advertising and promotional aids available to salesmen. As modified by the company's assistant advertising manager, the game was called "BAM" (Be Advertising-Minded). Salesmen checked off on individual cards items in the advertising programs as they were described by the speaker. Prizes were awarded those who completed their cards first. This game achieved the



### OUR ORGANIZING FOLIOS CAN HELP IN PLANNING YOUR CONVENTION

To assist with your plans we offer The HOTEL DENNIS "Call to Convention" organizing brochure. Separate folios on rooms, private meetings, dining and exhibit requisites, entertainment, miscellaneous features. Ample space for notes and records, plus a coordination folio for the convention chairman.

The DENNIS proudly announces completion of Atlantic City's newest convention facilities, accommodating up to 800.

*Hotel* **DENNIS**

Boardwalk at Michigan Avenue  
ATLANTIC CITY 4-8111



double purpose of full participation by everyone attending and at the same time underlined the wide range of promotional material that can be utilized by the sales force.

The conference was opened by a humorous skit employing the services of a glamorous model. The girl was "produced" with appropriate music and visual effects to demonstrate the power of imagination. Her few lines pointed out that the Nekoosa salesman of the future would have to be a man with imagination . . . "the power to create." While the main purpose of the skit was to "warm-up" the audience and get salesmen in a receptive mood, it also served to dramatize the importance of their creativity in the growing paper market ahead.

### Contest for Talks

Another idea adopted from these editorial pages was a series of off-the-cuff 90-second talks in which all salesmen took part. Topics were drawn from a hat (selected in advance by the sales managers) and the most outstanding speaker was chosen by secret ballot by salesmen each day. Appropriate prizes were presented to winners.

Further group participation was

afforded during a presentation by the advertising and sales promotion manager of possibilities for the 1958 ad campaign. Large blow-ups of a number of ideas and themes submitted by the advertising agency were displayed, and as a guide to final selection of the campaign, salesmen freely discussed their preferences and then a vote was taken to register group opinion.

Throughout the entire program, principles of variety, colorful charts and other visual aids, frequent, planned coffee breaks and open dis-

cussion periods were employed to hold attention.

Two outside guest speakers were engaged to further vary the fare; one, a paper industry association executive, and the other an authority on communication techniques who described ways of improving business letters from a sales viewpoint.

The three-day session was concluded with my presentation which featured brief, tape-recorded excerpts from the principal speakers. Entitled "You Were There — Recapping the News," the sound of the actual speak-

## Could You Use a TFP\* in Your Business ?



Many visitors to the Chemical Show discovered they could . . . and anticipate new profits resulting from the use of the Rodney Hunt Turbo Film Processor.

Transforming a technical story into graphic, dramatic three-dimensional form is a challenge our core of experts in specialized fields welcomes.

Keeping old customers and making new friends for a distinguished list of clients has been our privilege for many years.

\* The TFP reduces solids or liquids to a concentrate.



## STRUCTURAL DISPLAY CO., INC.

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AStoria 4-1136

3 West 61st St., N.Y.C.

Circle 7-0212

83-50 Van Buren Drive, Pittsburgh, Pa.  
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Big enough to service you . . . small enough to care.

EXHIBITS • SALES AIDS • DIORAMAS • MODELS • TRADE SHOWS

The New Air-conditioned

# General Oglethorpe

HOTEL GOLF CLUB COTTAGES

The new ownership of this fine resort has redecorated the entire hotel . . . and two-thirds of all guest rooms have been air-conditioned. Air-conditioned ballrooms & meeting rooms! 18-hole golf course on our own grounds, giant outdoor pool, boating, fishing, tennis, dancing. Attractive convention rates. Write for color brochure and information.

LOYD BUMPAS  
General Manager

On Wilmington Island near historic  
**SAVANNAH, GEORGIA**



The 1958 Season marks the opening of the newly enlarged Starlight Room, comfortably seating convention groups up to 600.

## BELLEAIR, FLORIDA

More than the extensive convention facilities and ideal physical layout, it's the friendly spirit and old-fashioned hospitality that attract so many groups and conventions to the Bellevue-Biltmore. Cheerful, efficient service from the moment you step across the threshold. Accommodations for groups up to 600. 36 holes of championship golf on the grounds. Complete Resort Facilities.

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**DON CHURCH, Manager**

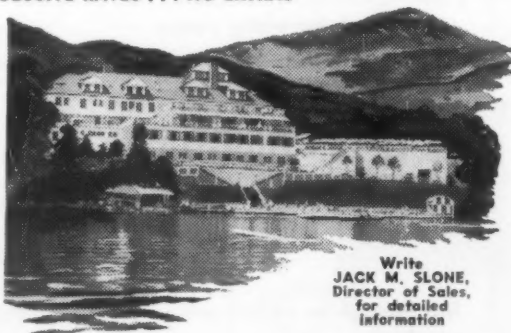
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ers' voices was synchronized with color slides of the speakers in action, using symbolic props relating to their subject matter. This provided a dramatic summary of the chief objectives of the meeting and was a memorable climax to the most successful sales conference in the company's history.

Success of the conference was indicated by the unsolicited letters from salesmen and regional sales managers following the close of the meeting.

Here's what the eastern sales manager had to say about the conference: "The rapid-fire change of pace kept salesmen alert and ready for full time participation. Use of theatrical effects, prizes and other gimmicks had salesmen always looking forward to see what came next. This atmosphere lent itself to an effect of a dynamic moving drama so that salesmen left each session not only with more information but with more enthusiasm and interest in the job still to be done."

Another veteran salesman made this point: "By having the meeting in the summer rather than late fall, it gives us the opportunity to recoup any sales losses or correct any sales mistakes so that the year can still be a good one instead of saying, 'Let's make next year a better one.'"

Here's another regional sales manager's opinion: "If there is any one thing that makes these meetings successful, I would say it's the fact that you let the salesmen speak their minds freely, and that you listen and accept their suggestions for what they are worth."

The End



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# New Concept for Exhibits

Display builders see future role as three-dimensional marketing specialists. Expanded services would approximate those of advertising agency, but would be limited to medium of trade, industrial shows. Needs dictate trend.

Exposition display industry is entering into a new era being referred to as "marketing in three dimensions."

This new concept, revealed at the recent annual convention of Exhibit Producers & Designers Assn., New York City, points to an expanded role for display builders. Instead of designing and building an exhibit for a client company's participation into a single show, exhibit producers are now striving for agency status whereby they will help to formulate a company's entire trade show program. As "three-dimension agencies," display producers will concern themselves with intimate marketing problems of their clients to develop a complete program.

## Includes Research

The new approach will include research, pre-show and post-show planning. Patterned after advertising agency services, exhibit producers' future role will aim at integrating marketing plans into exhibiting opportunities.

This development, as unfolded at the convention, would save money for exhibitors by creating exhibits on an annual basis rather than a one-show-at-a-time system as is current with many companies. Too, the new system in operation would allow for greater study of a client's marketing problems than afforded on a one-exhibit basis.

## Exhibitor Needs

Needs of exhibitors, highlighted by Victor Ancona, American Machine & Foundry Co., as member of a panel on design trends, point to development of the three-dimension marketing concept for exposition participation. Currently, according to Ancona, major complaints of exhibitors include high costs, lack of knowledge by exhibit designers of clients' marketing problems, absence of new ideas in displays, and design for looks rather than function.

Ancona points out that exhibit producers must work more closely with clients toward solving marketing problems via the exposition medium and must institute research toward helping a client improve booth traffic flow, literature for shows, utilization of space and physical handling of display equipment.

## Dull Exhibits

"Sameness of exhibits at a show is appalling," says Ancona. "They have fallen into a pattern that is dull."

Tom Lee, design head of Tom Lee, Ltd., explained his criteria for a good exhibit. "It must have punch, tell the sales story effectively, have remembrance value and be in good taste." All exhibits should start with the product and be developed around it, he points out. "Every product has something basic to dictate to design," he says. Taking a swipe at some current use of copy on displays, Lee says, "Lettering is to read not decorate."

Asked to inject controversy into the convention, Saul Poliak, president, Clapp & Poliak, Inc., exposition management, listed as his charges against practices in exhibit building: "You sell eye appeal only; you are content to be mere peddlers of art, material and fabrication; you hurt by over selling."

## Heated Discussion

Heated panel discussion on use of cubic content of display areas, indicates a growing desire to open more shows to areas where there will be relaxation of rules against height and depth of display material.

Whole tenor of the convention indicated a growing awareness by display producers that they must become marketing specialists rather than simply display builders, and that more creativity must be injected into the exhibit medium.

Mindful of the need to elevate the exposition medium as a marketing



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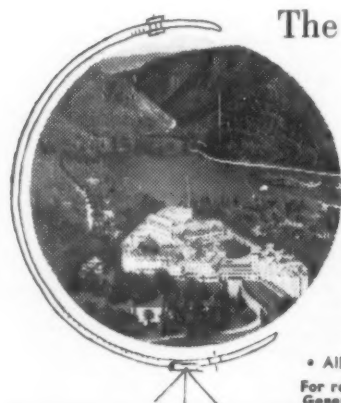
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tool, EP&DA members went on record as favoring the proposed National Council of Exposition and Trade Show Associations. Purpose of this body, as outlined at the convention is:

1. To create machinery for allied groups to investigate, study and solve common problems.
2. To operate collectively to develop smooth working relations with labor.
3. To develop a cooperative public relations program to increase the stature of expositions and trade shows as a marketing medium.
4. To research and study methods to increase efficiency of the exhibit medium.
5. To keep abreast of developments in international fairs and expositions abroad.
6. To study civic problems in relation to housing and servicing expositions and trade shows.
7. To develop a library of information and speakers' bureau on the exhibit medium.

8. To educate the business community and governmental agencies on how to make the most effective use of the exhibit medium.

This national council is to be made up of representatives of established associations with interests in the advancement of the exposition medium for marketing. Because EP&DA aims match the goals of the proposed new body, designers and builders at the convention indicated great interest in the advancement of plans for the council.

In line with increasing efficiency of displays, EP&DA has just issued a booklet, "Quick Hints to help you get good results in the trade show," available without cost to companies that participate in trade and industrial shows.

The End

### Industry Salute During Convention

As their conventions take place, American industries will be honored by North American Van Lines during its portion of NBC's Monitor radio show on Sundays.

Starting Feb. 23, North American's radio commercials, "Salute to Industry" will use the period of an industry's national convention to tell of its importance to the public. Kick off to this schedule of tributes will be for the boat industry during International Sports, Travel and Boat Show, International Amphitheatre, Chicago.



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WINDMILL of Holland is seen from Paris boulevard—all in Florida—at meeting.



JUNGLE GODDESS supervises cooking of explorer.

## Tupperware Goes "Around the World"

It was Florida but with imaginative planning, dealers were carried to "far off places." It was fun, but productive, too, because entertaining events were balanced by training.

Home Parties Inc., longtime exponent of the unusual sales convention, topped all previous efforts at its 1957 Homecoming Jubilee.

Every year the company hosts approximately 1,200 dealers, managers and distributors at a four-day combination celebration, sales convention and training course at the company's

Orlando, Fla., headquarters. And every year Tupperware's charming, brown-eyed vice president and general manager, Mrs. Brownie Wise, comes up with a novel and exciting meeting theme.

This year the Tupperware people went "Around the World in 80 Days" at the Jubilee with the headquarters

grounds turned into a world in miniature including the thatched huts of Zanzibar, windmills of Holland and a live totem pole representing Anchorage, Alaska. (Five Tupperware distributors perched on narrow seats, one above another on a pole, each wearing the eagle beak, horns or wings of the traditional totem figures. Many thought it was the real thing—until the totems had to stretch their muscles.)

Pageantry tied in with the current Tupperware incentive contest during which dealers "rowed" their way "around the world," earning various



HAWAIIANS ALL were Tupperware meeting attendees at a sumptuous luau.



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port entry fees according to sales made and recruits brought into the organization. Prizes earned were distributed at booths representing the various ports, from Dublin where a live leprechaun perched on a "baloney stone," to Gay Paree, where real sports cars were driven back and forth in front of a stylish Paris dress salon and a sidewalk cafe.

Prizes were unusual—not the conventional merchandise, but items the dealers might not have felt they could afford for themselves. Included were delicate glassware from France, hammered copper from Egypt, hand tooled brassware from India, and intricately carved shesham wood figurines from Bali and Africa.

#### Luscious Feast

Dealers who had made the final port in the contest—Hawaii—had to wait for their prizes. After the activity on the headquarters grounds, the crowd boarded buses which took them to Lake Tohopekaliga (To-ho-pe-ka-LI-ga), fourth largest lake in Florida. Boats whisked them three miles out to a 175-acre island owned by Mrs. Wise. There they found waiting a luscious feast—a complete Hawaiian luau, spread on palm frond-covered tables. Office girls (who drilled for weeks under the tutelage of a real Hawaiian) performed hula dances to the accompaniment of a small hillbilly turned-Hawaiian orchestra.

Catered by Morrison's, a large Southeastern restaurant chain, the luau was a new experience for most of the amazed Tupperware people. Whole suckling pigs turned on spits while great kettles of Maine lobsters boiled over the fire. Whole roast chickens were served up, followed by roasted corn. On the tables were heaps of tropical fruits, including whole stalks of bananas.

Barrels of Hawaiian fruit punch were conveniently located. Printed menus, describing a Hawaiian luau, were distributed so that guests could feel that they were indeed experiencing the real thing.

#### American Conveniences

Some American conveniences were provided to make sure everyone was comfortable. There were folding chairs and some standard height tables for people who could not get down to the ground level of the low tables which prevailed. Sheets of plastic material were available for others to sit on.

Prizes distributed to the Hawaiian port winners reverted in part to American products—a complete Westinghouse appliance ensemble of automatic washer, drier, dishwasher and upright freezer going to one top winner and a complete wardrobe — seven dresses, seven pairs of shoes, matching handbags, five hats, filmy nightgown, negligee, slippers and Marmot stole to another. Another Hawaiian category prize was a massive hand-carved camphor wood chest from China.

### Hard Study

Back on the mainland next day and out of costume the "round the world" travelers settled down to two days of hard study and lectures by Mrs. Wise, Tupperware executive staff members and a star-studded lineup of sales authorities.

On hand were Arthur H. "Red" Motley, president of Parade Publication; William S. Campbell, publisher of Cosmopolitan; Frank Kingdon, editor of American Salesman; Paul McAdam, president of Salesmasters National; and Dr. G. Herbert True, assistant professor of Marketing, Notre Dame University.

Class sessions ran from 8:30 AM to 9:30 PM. Meals were served in a circus-size tent and orange juice and coke breaks handled in a smaller tent. Main building's three auditoriums and the outdoor Garden Pavilion were utilized to run a general training class, primary managers seminar, post graduate managers seminar and other special sessions simultaneously.

### Newsreel of Activities

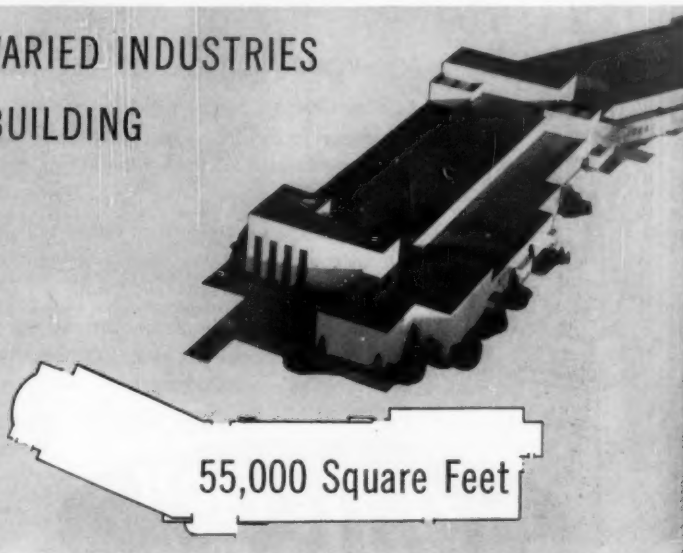
Surprises were not over, however. On the evening of the third day, when a new "sales training" film was announced, it turned out to be a newsreel of the first two days' activities starring the conventioners themselves!

Film was silent, so Tupperware staff members adlibbed comments and sound effects. Adlibbing went off so well that many of the audience thought it had been rehearsed. (There had not been enough time for any rehearsal.)

Another surprise came on the morning of the last day when the Jubileers were treated to a Tupperware Wish Party, typical of the ones presented by the company at points around the nation. At the regular wish party a wish is granted to a dealer and one to a home party host-

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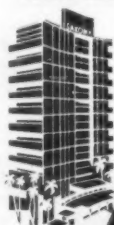
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ess. At this one, both "wish winners" were dealers. One was given a complete wardrobe for her husband—and as a topper, her husband in person. She had left him home in Chicago taking care of their 11 children and Tupperware had flown him in secretly.

Second wish winner tapped by the costumed Tupperware "Wish Fairy" (an 18-year-old dancing school student) was astounded to see the golden curtain on the stage open to reveal her wish come true—a complete living room and bedroom suite. Merchandise used in the wish granting was borrowed from local stores and was duplicated for winners in exact style and colors they preferred when they returned home.

### Commencement

Final bit of showmanship which helped make the 1957 Tupperware Homecoming Jubilee a memorable occasion was the traditional formal commencement ceremony held in the covered Garden Pavilion, set between two lakes. Versatile Tupperware office girls, appearing this time as the Tupperware Choraliers, gowned in pastels simulating the pastel colors of Tupperware's plastic dishes, opened the program with familiar songs. Then the organ sounded a fanfare and from the rear of the pavilion the faculty, dressed in formal evening wear entered to the strains of a dignified march. Once they were seated on the candle-lit stage, a valedictorian chosen to represent the classes addressed the audience. Then some 500 graduates filed across the platform, received diplomas and purple sashes with stars and were given a book on salesmanship, symbolic that though they had achieved much, there is always something more to learn.

Commencement address by Mrs. Wise climaxed the evening, but as the Jubilee crowd streamed out the gate in buses and cars they were greeted by one more spectacular. On a lighted platform, in the lake fronting the building, ballet dancers pirouetted about the Wish Fairy while a public address system amplified Tchaikowsky's "Waltz of the Hours."

The Jubilee sent the Tupperware people home with heads and notebooks bulging with sales know-how, but perhaps just as important — the enthusiasm for going out to do a good sales job so they could earn the privilege of returning next year to find out "what could be greater than this?"

The End



MEETING ROOM created (upper left) by using a section of permanent seats.

## Improvised Meeting Room

Meeting room space was literally "plucked out of the air" at the recent mammoth Western Electronics Show and Convention in San Francisco's Cow Palace.

With 765 exhibit booths requiring all of the Cow Palace's 70,000 sq. ft. arena and two 49,000 sq. ft. side halls for exhibit space, problem of providing separate meeting rooms and lecture halls looked like a real stumper. (Cow Palace is located on outskirts of San Francisco, several miles from hotels and public meeting halls.) Unless some means could be found for coupling meetings and displays together, much of the effectiveness of the show would be lost.

Answer, conceived by show manager Don Larsen, was double-walled, sound-proof canvas rooms built over the first 25 rows of seats surrounding the main area and the lounge deck. Next problem was how to isolate them acoustically both from the exhibit areas and from one another. Fortunately the scientific know-how was on hand at the Institute of Audio Engineers and the West Coast Electronics Manufacturers Assn.—both show participants.

Steel scaffolding with sound-absorbing panels was tried first, but the sound absorption was insufficient. Wooden rooms also were out of the question, since to shut out noise and at the same time meet local safety requirements would have required double walls 10 feet apart and 60 feet high, with bracing between that would transmit sound.

Drape materials then were tested by supporting large sections of them

over a doorway in a concrete building and tightly sealing them around the edges. A calibrated microphone determined the sound levels transmitted through the various materials. One particular grade of impregnated canvas which gave a surprisingly high amount of loss was finally selected for use.

Successful material was a robin's egg blue, pigmented, outdoor, fire-resistant permanent type canvas. Engineers had aimed at sound isolation of from 15 to 20 decibels, and actual tests showed a 16 decibel reading on the meter—proof of good engineering.

Double walls were hung two feet apart by means of special trusses and rigging, and igloo-type entrances into the rooms with heavy canvas flaps further served to isolate the sound. Because the pitch of the rows of seats was steep, height of the walls varied from 60 feet on the lower side to considerably less at the back.

Two of the six meeting rooms were 36 feet wide at the front, where the speakers' tables stood, and 72 feet wide with a depth of 45 feet, while the other four, located in the corners of the building, were 40 feet wide at the front, fanning out to 125 feet at the rear and having a depth of 100 feet. Space between the lecture halls varied from 80 to 100 feet.

Vertical overlapping canvas baffles at the ceiling line provided sufficient ventilation without letting too much noise into the rooms.

Cost of the installation, supplied by Stuart Co., San Francisco, was \$20,000, excluding costs of lighting and sound equipment.

The End

## SILVER PLATTER SERVICE

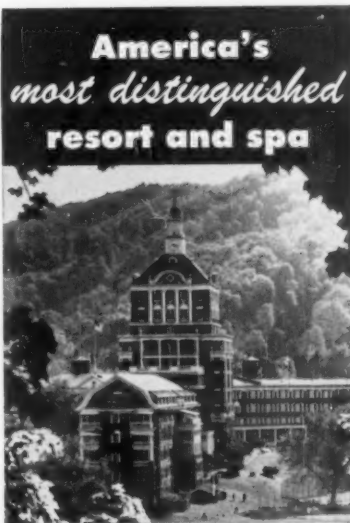


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DESIGNER'S SKETCH of U. S. exhibit at international trade fair in Greece.

## U. S. Spending \$6 Million for Foreign Exhibits This Year

If your products fit themes selected for our displays abroad, you can participate in U. S. exhibits. This country has already exhibited in almost 30 countries, and has gone behind Iron Curtain (in Poland). Trade missions go along.

BY REINO AARNIO

International trade fairs afford American businessmen special opportunities abroad. Results of this type of exhibit include new ideas, contacts and an appreciable volume of new business.

So far, the United States has participated in approximately 50 fairs in almost 30 countries since the program began.

Merchandise shown in these fairs has a wide range of appeal and includes practically all types of consumer goods used in America and industrial equipment as well. Manufacturers of road building machinery, lipstick, freezers and potato peelers have seen their items received with enthusiasm overseas.

A pre-fabricated house complete with furnishings stole the show at the Poznan (Poland) Fair this year. Photographs of wide-eyed Polish

mothers graphically show their appreciation of American made toys. Crowds around the food and wearing apparel exhibits at Salonika, Greece, attest to the popularity of these items. And a letter from the American Farm School director, Bruce Lansdale, details the success of the agricultural exhibit in Greece.

This international fraternizing has interested such varying participants as: General Foods Corp., Westinghouse Electric International Co., Sunbeam Corp., Philco International Corp., Elizabeth Arden Sales Corp., Johnson & Johnson, American Standard, Coca-Cola Co., The Aluminum Cooking Utensil Co., Elkay Manufacturing Co., Campbell Soup Co., Carrier Corp., Swift & Co., and The Kordite Co., division, Textron, Inc.

Every United States exhibit makes provision for a trade mission—representatives of industry and Department of Commerce.

Much of the credit for the success of the fairs can be attributed to these businessmen serving as volunteer consultants.

This board answers questions on exporting and importing procedures and directs inquiries to the proper sources.

### Started in 1954

It was not until 1954 that President Eisenhower allocated \$2.25 million from an emergency fund for the purpose of officially participating in international trade fairs. Office of International Trade Fairs under Department of Commerce was permanently established by Congress last year.

Besides showing the world that under a democratic way of life, mass-produced articles could increase a standard of living, OITF always stresses the immediate results that arise from the meeting of American businessmen and their counterparts abroad.

Responsibility for representing America at these fairs belongs to Harrison T. McClung, director, OITF. It is his department which decides, with the architect for the fair, what theme and design offer the greatest appeals to each host country.

This was an important consideration in designing the U. S. exhibit at the Poznan Fair in June last year. Since this was our first excursion behind an iron curtain country, we planned our theme and exhibits around material we thought would most interest Poles.

"Made in the USA" was the central theme which included a model home equipped with the latest furnishings and appliances. Building materials, textiles, cars and wearing apparel were some of the categories shown. A plastic and aluminum dome was designed to house the main displays on the 43,680-foot area. A fashion show consisted of practical medium-priced apparel which was chosen for suitability to the Polish climate.

### Millions Visit

Interest shown by almost two million Polish visitors in American commodities displayed was so great that police reinforcements had to be called out to control the crowds.

This year's Poznan Fair, which my office is now working on, will also stress the benefits to be gained from a free enterprise system of government.



## THE BIG NEW NAME ON THE CONVENTION HORIZON



The

# Carillon

MIAMI BEACH'S LARGEST HOTEL

### OUR PREMIERE SEASON

Completely Air Conditioned

620 elegant rooms, suites and lanai suites

15 meeting rooms — specifically designed for conventions and sales meetings

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Other rooms with capacities of 1,200 - 600 - 350 - 200 - 100

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Professional sales staff highly experienced in servicing conventions and sales meetings.

Enjoyment and relaxation facilities include: 750-foot private beach —

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*Special for you . . . write now for the Carillon Incentive Plan . . . A complete service from kick-off to pay-off.*

Write — wire — or call **Harry B. Eskey**, Director of Sales, for complete "Carillon Convention Story". Choice dates available. Phone Miami: UNion 5-5734.



Harry B. Eskey, Director of Sales

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Besides temporary building units, we will erect two permanent United States structures on the site. The trade mission offices will be in a prominent location, easily accessible from many directions.

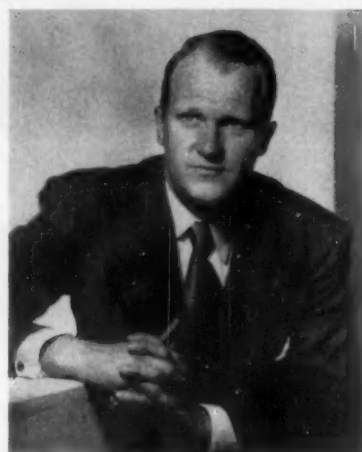
How can an American manufacturer participate in these international trade fairs? Write to Office of International Trade Fairs for a list of fairs at which United States will have an exhibit. OITF can supply the themes selected for these fairs.

Determine whether your products fit the themes and then submit your

participation request to OITF. Your products will be considered for inclusion in a U. S. exhibit based on their application to the theme and need and interests of a specific country.

Complete cooperation of members of the trade missions and thorough follow-up of all leads help U. S. companies realize maximum benefits from foreign trade-show participation.

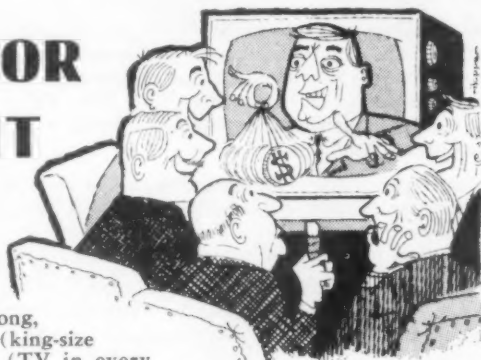
Theme for the Stockholm (Sweden) exhibit was "Do It Yourself," built around that trend in America and the interests of the craft-conscious Swedish people. Apparel was made on the



REINO AARNIO is both industrial designer and architect. He has designed and coordinated many international trade fair exhibits for U. S. Dept. of Commerce.

## MOOD FOR THOUGHT

Eye-opening idea! That midwest business meeting—why not hold it at the Marott in Indianapolis? Whether 20 or 400 strong, you'll find the *comfort* (king-size beds), the *convenience* (TV in every room), and the *facilities* (closed-circuit television service) to put those mental giants in a thought-provoking mood! While it's on your mind, call now . . . TWX IP380. Do it once . . . and for all your Indianapolis sessions you'll choose the Marott!



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### HOWARD LANIN MANAGEMENT, INC.

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spot and a home was decorated by a young couple in pantomime.

Salonika (Greece) exhibit, which I designed, offered wider latitude for product selection. Theme here was expressed as "Free Economy and Modern Technical Progress in the Service of Mankind" and featured the advantages to our way of living of modern technological methods.

Consumer goods, some of the machines that make them, and an exhibit of agricultural methods, equipment and productive results were featured in the 68,000 sq. ft. of display area.

### Dome 125 Ft. Across

Inside a geodesic dome, 125 feet in diameter, five room segments displayed typical household items and suitable apparel for five different times of day—breakfast-time, lunch-time, etc. Price tags were included with each group of items displayed.

Displays consisting of major and minor appliances, food preservation processes, fabrics, chemical advances, sports equipment and farm machinery offered broad categories into which American manufacturers fitted their products.

Of special interest to backward countries is the solar energy display showing how U. S. research has harnessed the energy of the sun for heating, cooking and water distillation.

United States government has allocated almost \$6 million for foreign trade fairs this year. There seems little doubt that these shows, besides fostering good international relations, encourage the exchange of goods and help Americans find new profitable sales areas abroad.

The End

# Want a Smooth Convention? —Put Everything in Writing

Meeting planner for insurance company writes a book of hints on how to plan and manage an incentive convention. While it is geared to insurance meetings, it's packed with ideas that can be adopted by any meeting planner.

Don't plan a convention that is too long. When a conventioner is bored, your investment starts to take wings . . . "far better to let him leave wishing he could stay longer than to let him become tired of 'the joint.'"

This is one of the many pieces of advice offered by Jack R. Morris, vice-president, Republic National Life Insurance Co., Dallas, Texas, in his book, "So . . . you're going to run a convention!"

Written for insurance companies that stage incentive conventions for salesmen and agents, this 80-page book covers all the trials and tribulations of a meeting planner. Author Morris includes many check lists that he has developed to bring some order out of the chaos that can develop with all the variables that go into convention plans.

## Three Plans for Children

What to do about children of convention qualifiers? Morris offers three plans: 1. Strict rule against bringing children; 2. Invite children and arrange a social program that will include them in most social events; 3. Create a special children's convention to run concurrently.

If a mother-in-law wants to come, too, Morris suggests you get the hotel to back you up with the story that the hotel is all filled up and can't give her accommodations. These incidental hints crop up throughout Morris' book. His attempt is to cram into comparatively few pages every problem with which he has had to tussle over many years.

## "Case the Joint"

"It will pay you to case the joint in advance," is the chapter title that discusses preliminary arrangements with your convention hotel.

"Insist that the hotel go over every detail of your check list with you, even if some items may seem unimportant to them. The unfortunate fact is that it's very often the small details that can have the most adverse effect on the success of your convention. Never, never be overwhelmed by the hotel manager who lifts an eyebrow because you question him about details. The better the manager the more he will respect your knowledge of hotel management problems."

## Hotel Check List

This is the suggested list to take with you and check when you inspect a hotel as your convention site:

1. Members of hotel staff
2. Your arrival and departure times
3. Your estimate of the number of conventioners
4. Complimentary suites expected
5. Hotel rate structure
6. Arrangements for gratuities
7. Parking arrangements
8. Transportation requirements
9. Valet service
10. Adequate number of bellboys
11. Registration desk
12. Dining room arrangements
13. Recreational facilities
14. Setup for business sessions
15. "Get Acquainted" party
16. Hotel photographer
17. Banquet
18. Receptions
19. Check-out arrangements
20. Summarizing memo

The six people at a hotel that you should have named in your notes and get to know, according to Morris, are: general manager; sales or convention manager; office manager, who is usually the chief registration clerk;

maitre d'; auditor; social director.

Sound piece of advice from Morris' book is to write a summarizing memo right at the hotel after you have run down your check list. "After you have received all of these arrangements [those on your check list] and feel satisfied you have the necessary information, it's a very good idea to employ the hotel stenographer and from your notes dictate a complete summary. You can then have the manager and everyone else involved look over this summary and initial it so that you can return to your home office with a confirmed understanding between yourself, the hotel and any others involved. This is especially important—if the hotel later fails to carry out any of its original agreements. There can be no doubt that you had them settled on the occasion of this visit."

## Don't Overlook Tax

Another caution offered by the author is not to overlook the item of tax. "It will look small on the individual account but may amount to much in the overall bill."

Word of advice: "We suggest you do not follow the general theory that a less pretentious city hotel or resort is necessarily much cheaper. You will often find that the cost of 'going first class' is well worth the small difference in terms of pleasure and satisfaction of your qualifiers, and also in efficiency with which you are going to be treated by the management. This statement does not, of course, have anything to do with the size of hotels or resorts. Many of the most exclusive and luxurious hotels in the country are relatively small and can only accommodate small groups, but rate just as high as the largest and most fabulous."

When you ship supplies to your convention hotel, Morris has a tip: Number each parcel and follow the same numbers as contained in the list of convention supplies that you should maintain. In other words, if one package contains extra badges and fillers as well as tickets for golfing and playing cards, it should clearly be marked #8, #9 and #10 if those are the numbers on your check list beside these items.

Morris concludes his book with a list of all the things that can go wrong and what to do about them. While his book is slanted to incentive conventions as operated by most insurance companies, his check lists, sample memos, sample budgets and hints make worth-while reference for any meeting planner.

The End



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## BEST I'VE HEARD

An exchange of anecdotes and facts to help a speaker spice his speech and make a point.

### Subject: PROMOTION

A good promotion man can turn any disadvantage into what sounds like an advantage. One promotion genius could even talk favorably about an uncle who had been electrocuted at the state prison. About this uncle he would say:

"He occupied the chair of applied electricity at one of our public institutions."

### Subject: CHANGE

"Glad to find you as you are," said the old friend. "Your great wealth hasn't changed you."

"Well," replied the candid millionaire, "it has changed me in one thing. I'm now eccentric where I used to be impolite, and delightfully witty where I used to be rude."

### Subject: RIGHT ANSWER

A young man, undergoing an examination for the position of salesman, came upon this question: "What is the distance of the earth from the sun?" He wrote his answer as follows:

"I am unable to state accurately, but I don't believe the sun is near enough to interfere with a proper performance of my duties if I'm hired as a salesman."

He got the job.

### Subject: DIXIE

Before Dixie came to mean the South, it was a New Orleans \$10 bill, with one side printed in English and the other in French. Dix is the French word for 10, and Dixie is the land where dixies circulated.

### Subject: PRACTICE

Paderewski, the great pianist, once explained that he practiced faithfully every day. "If I miss one day's prac-

tice," said he, "I notice it. If I miss two days, the critics notice it. If I miss three days, the audience notices it."

### Subject: INSPIRATION

A sales manager gave an inspirational talk to his salesmen which he knew was the poorest talk he had ever delivered. When he finished, one of the salesmen rushed up to him to praise the talk to the skies.

"But why?" asked the sales manager.

"Because," answered the salesman, "I don't like inspirational talks at all, and that's as near to being no inspirational talk at all as I ever heard."

### Subject: PROCEDURES

We sometimes get so wrapped up in routine and procedures, we forget why they were ever instituted and whether they make any sense at all to continue.

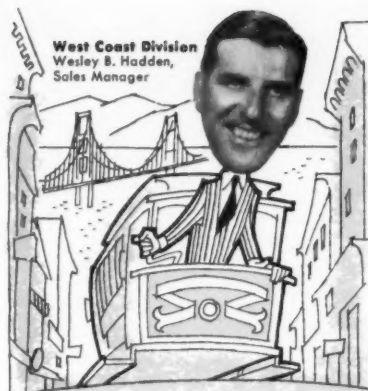
At the foot of a stairway in the House of Commons there was an attendant, who, it was said, had been standing there for 18 years. Nobody seemed to know why. At last it was learned that the job had been held by his family for three generations. It had originated 40 years earlier when the stairs had been newly painted, and his grandfather had been detailed to stand at the foot to tell people not to step on the wet paint.

### Subject: COLLECTIONS

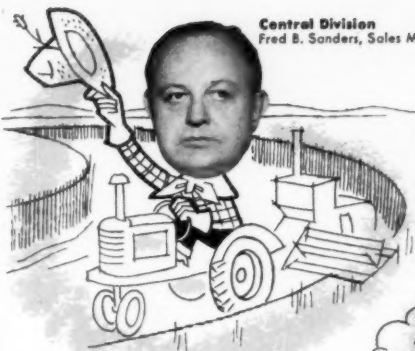
Pride is sometimes a better bill collector than dunning letters. A local physician discovered one Christmas that some of his patients hadn't paid their bills for as long as 14 months. In the holiday spirit, he wrote each, cancelling the bill and expressing his regret that they had had such a poor year.

All but one paid, virtually by return mail.

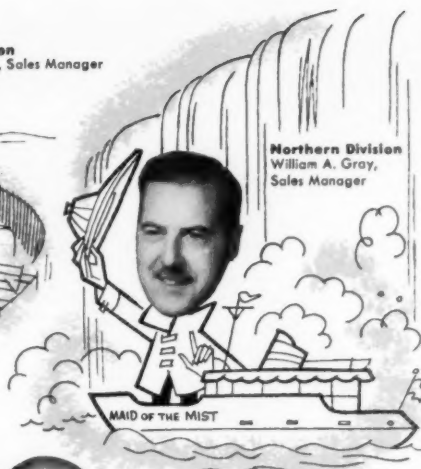




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